PsychTests.com advancing psychology and technology

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Psychometric Report

Management Style - Revised

Description:

A 49-item inventory assessing management style.

Definitions of Terms

People Orientation

Focused on keeping employees happy/motivated/productive

Product Orientation

Focused on getting the job done

Goal Orientation

Task Oriented: Focused on each task as a separate entity	Vs.	Goal Oriented: Sees the big Picture, has a vision for the entire process/job.

Directive Orientation

"Boss" position
Assigns work
Uses reward/reprimand model

Participatory Orientation

Works "in the trenches"
Involves everyone is various stages/levels of work
Coaches

Adaptive Orientation

Inflexible Orientation: Won't consider new ways Once decision has been made, there is no going back on it. *Might* be stuck on the Status Quo (but does not have to be)	Vs.	Adaptive Bends the rules Can change their thinking Open to new ideas

Change Orientation

Maintaining the Status Quo Believes in the status quo Not willing to take risk Follows the way "it has always been" does not fight it. Not interested in implementing change	Vs.	Incite Change Forward thinking Not afraid of risk Makes change

Positive Orientation

Problem Mentality Dark cloud Looks at the negative Always looking for problems/pitfalls	Vs.	Possibility Mentality Sunny view, everything will be fine “We’ll figure something out” Sees opportunity

Future Orientation

Reactive Orientation Waits for things to come Not looking ahead OR doesn’t care about what is coming. Possibly unmotivated to take an active stance.	Vs.	Proactive Orientation Thinks ahead (organized) Motivated Could be a risk taker

The test is suitable for adult and adolescent populations

Reference:

Tidman, L., Jerabek, I., St Jean, T. (2002). Management Style Test - Revised. QueenDom.com

Sample Size: 587

Sample Description:

The sample includes men and women, aged 6 to 100, who took the test on Queendom.com .

Number of questions: 49

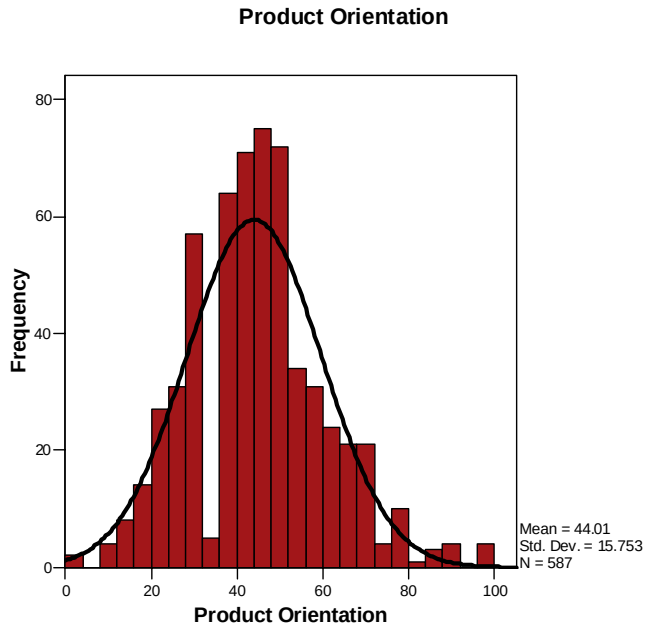
Descriptive Statistics

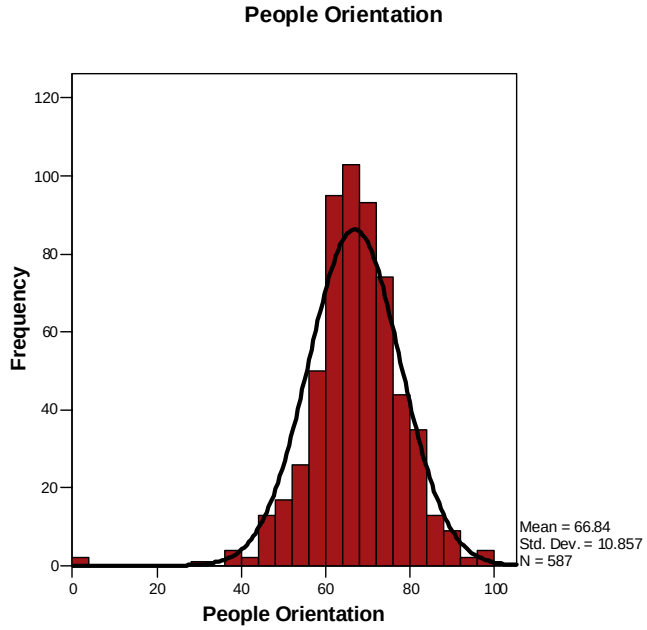
See Annex 1 for Descriptive statistics

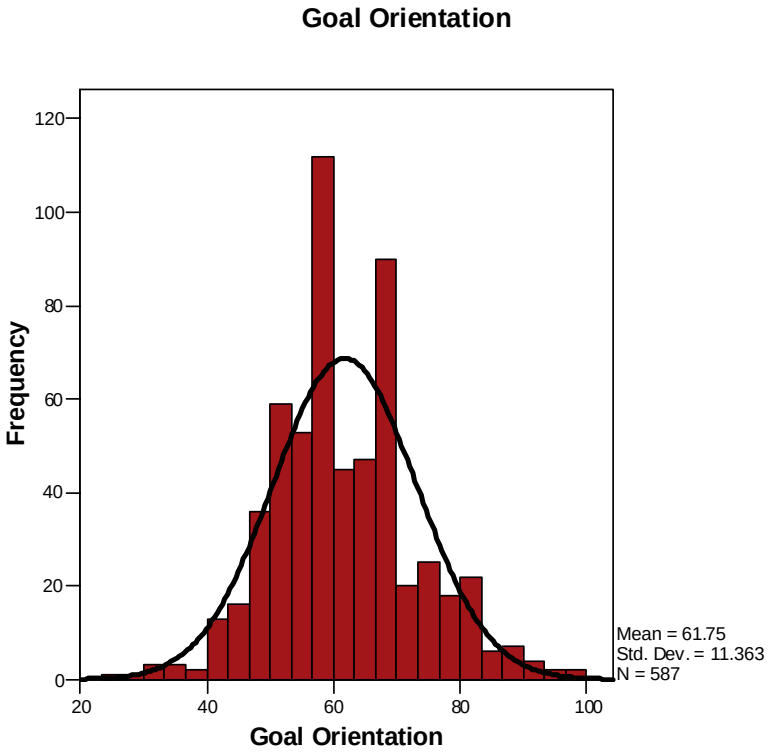
Distributions for the Management Style Test

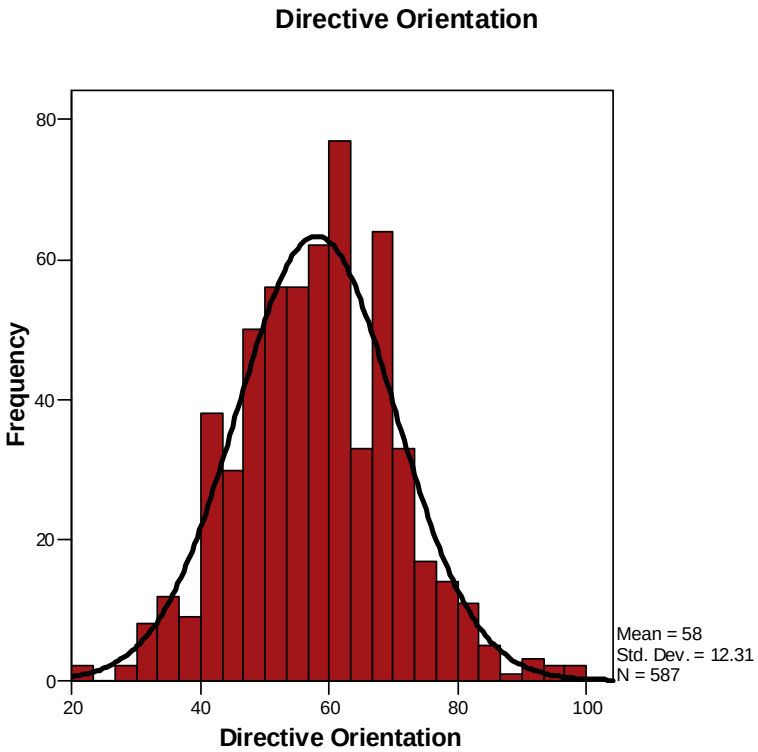
The distribution of the scores is shown in red; the normal curve is represented by the black line. The scores are displayed on the x-axis. The y-axis corresponds to the number of respondents who fall into the relevant score range.

Men and Women

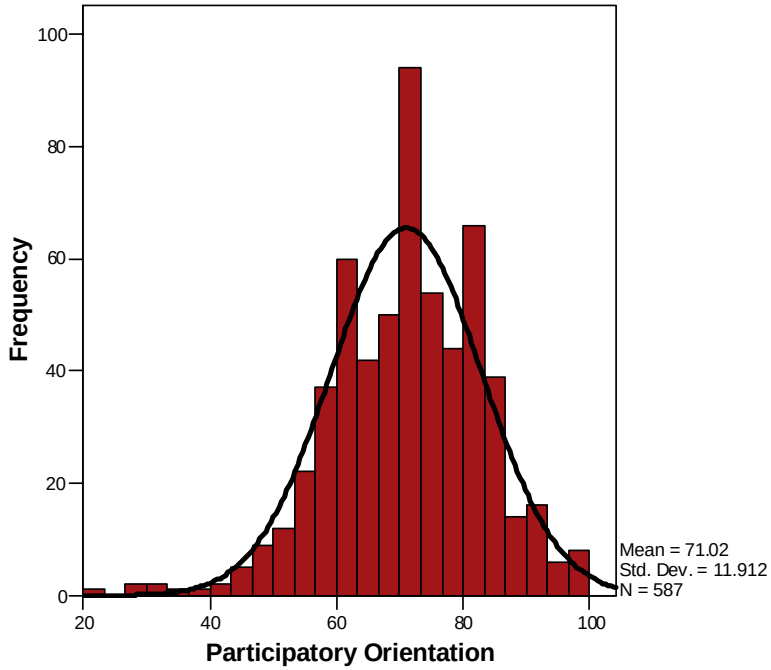




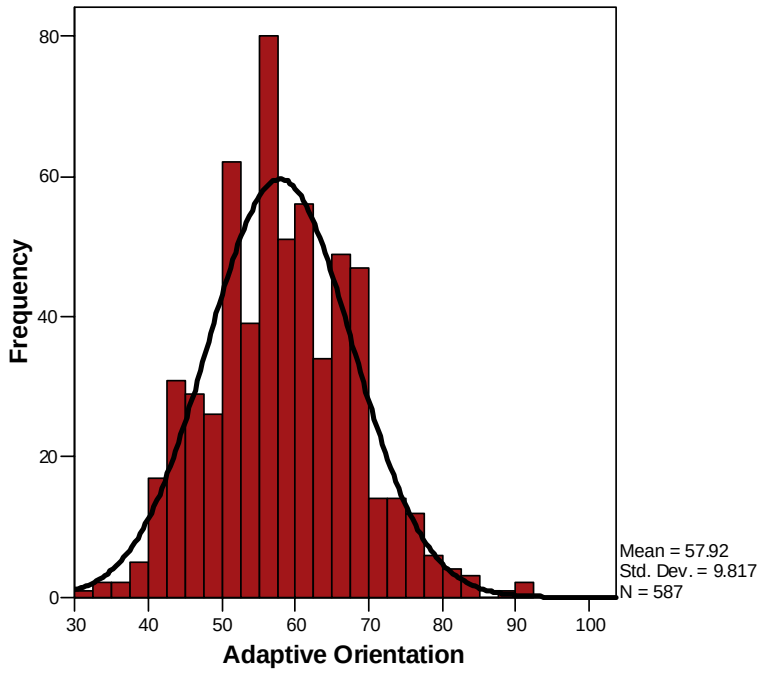


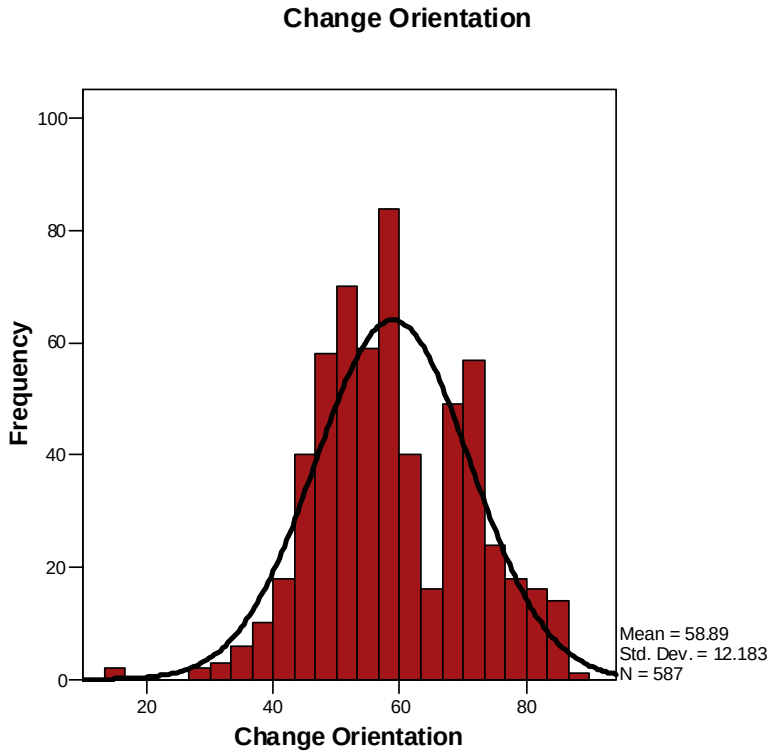


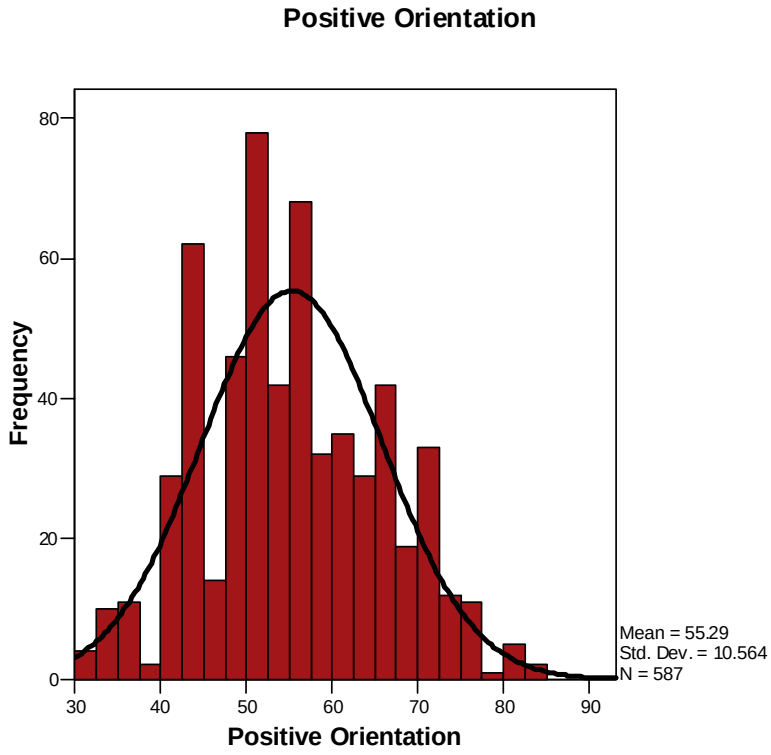
Participatory Orientation

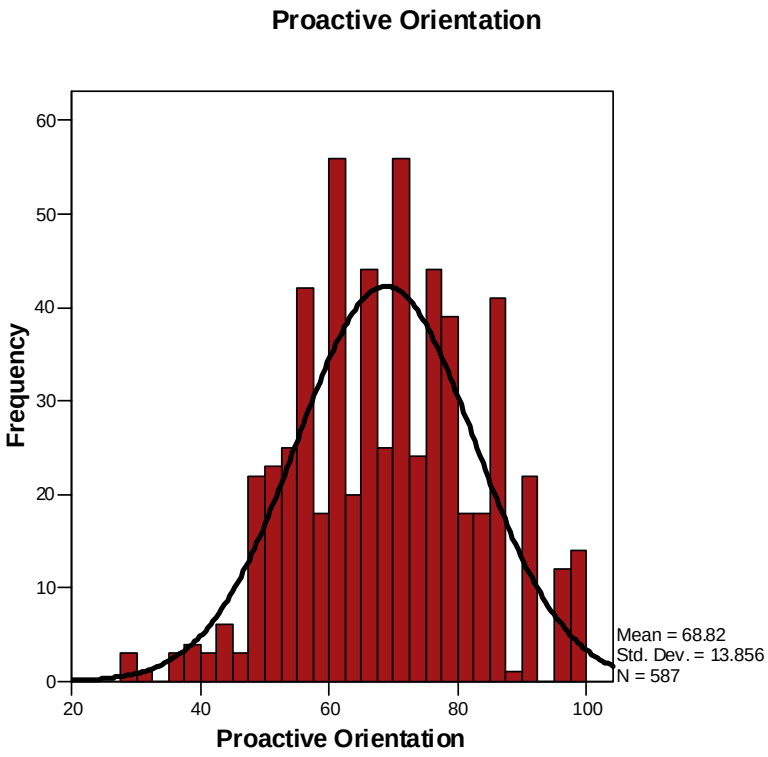


Adaptive Orientation

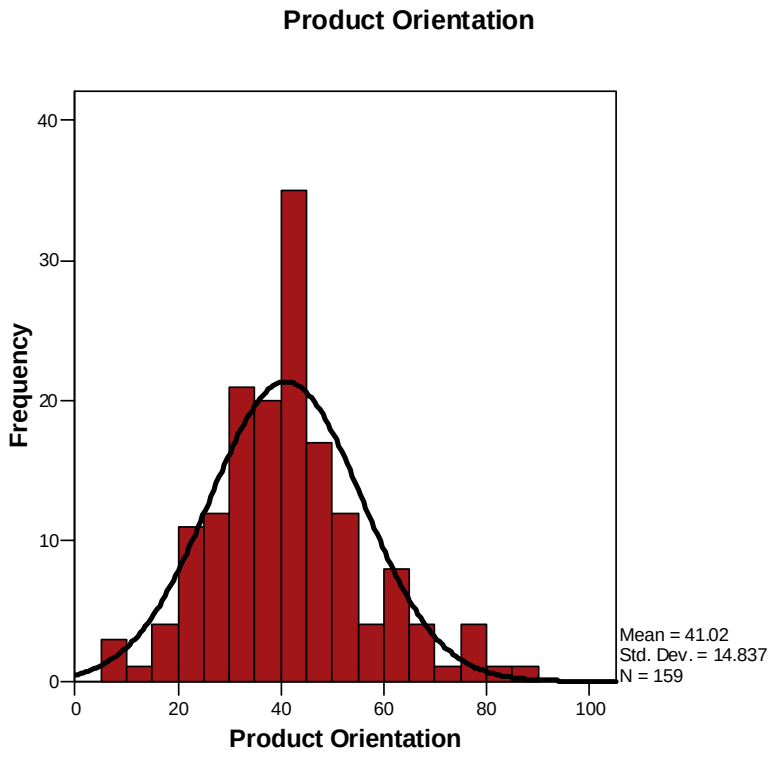


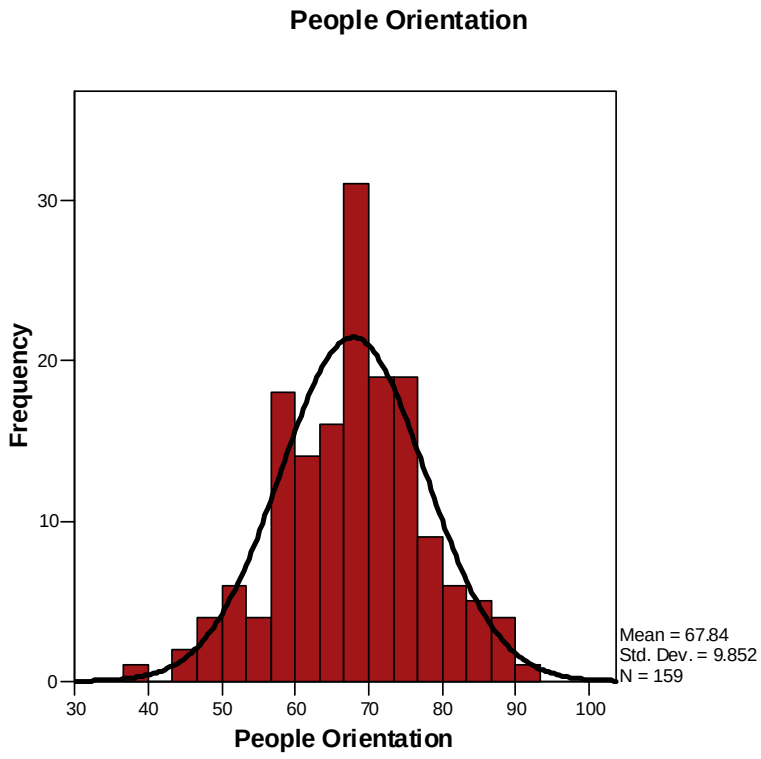


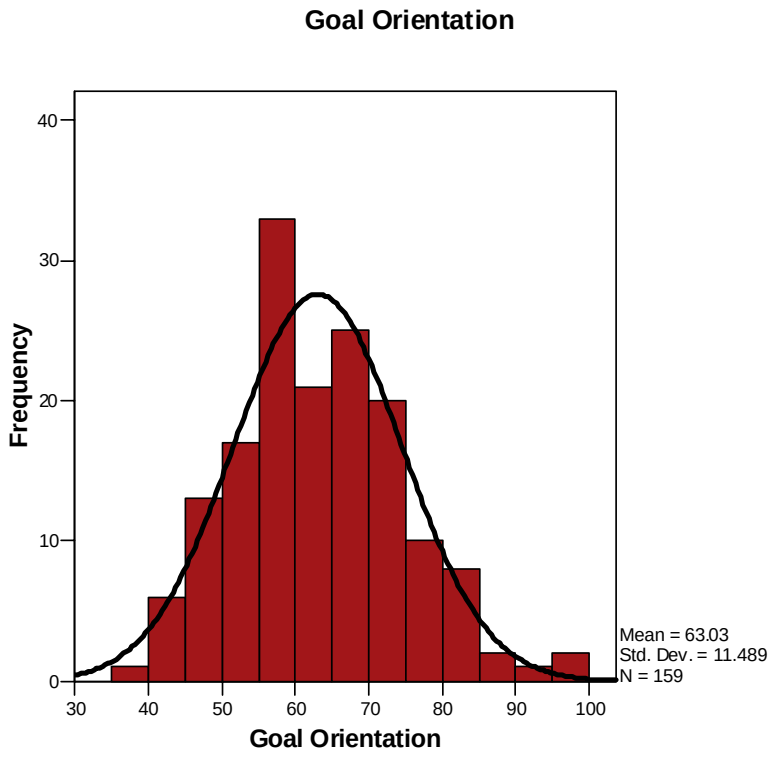


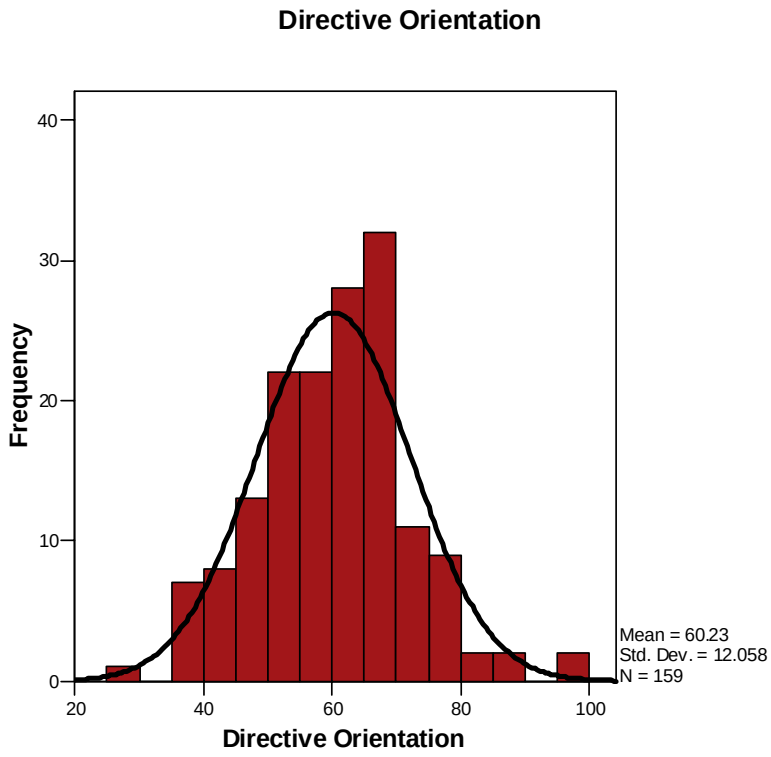

Proactive Orientation
Frequency
60
50
40
30
20
10
0
20
40
60
80
100
Proactive Orientation
Mean = 68.82
Std. Dev. = 13.856
N = 587

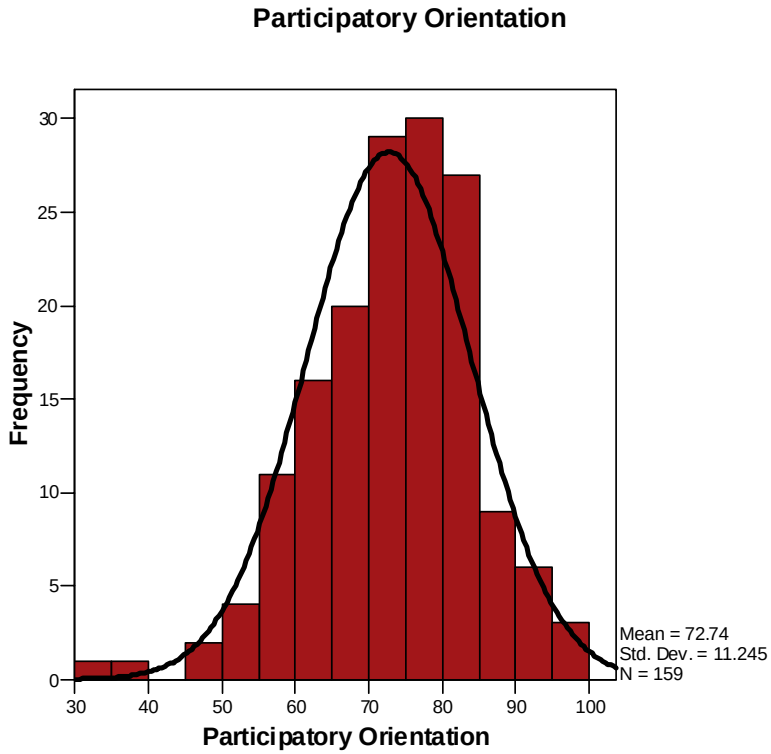
Women Only

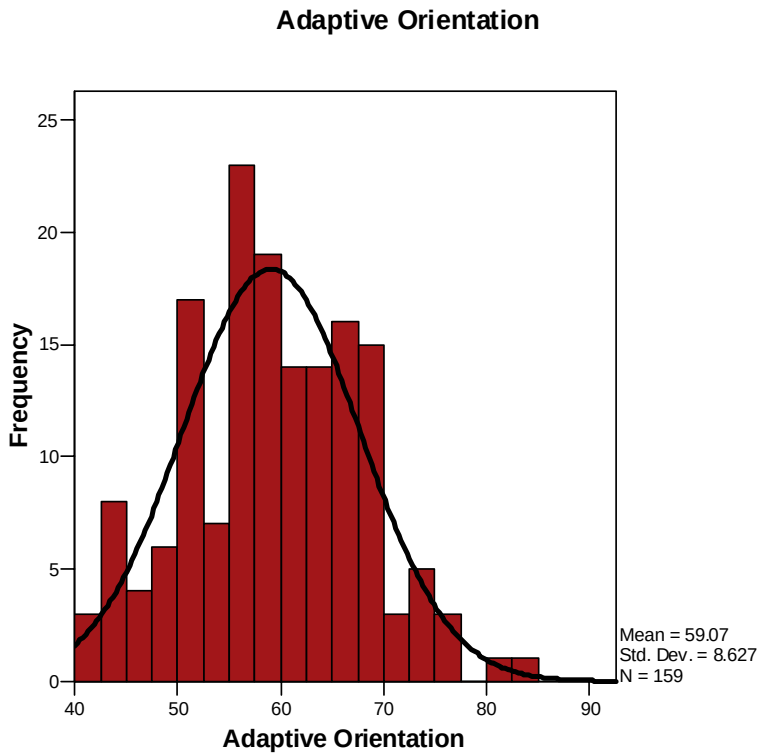


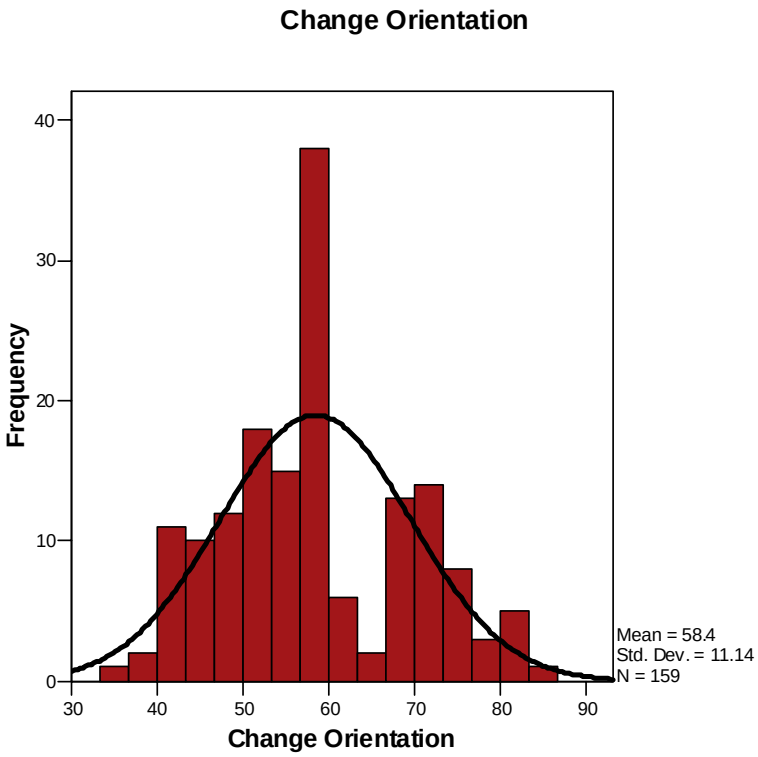


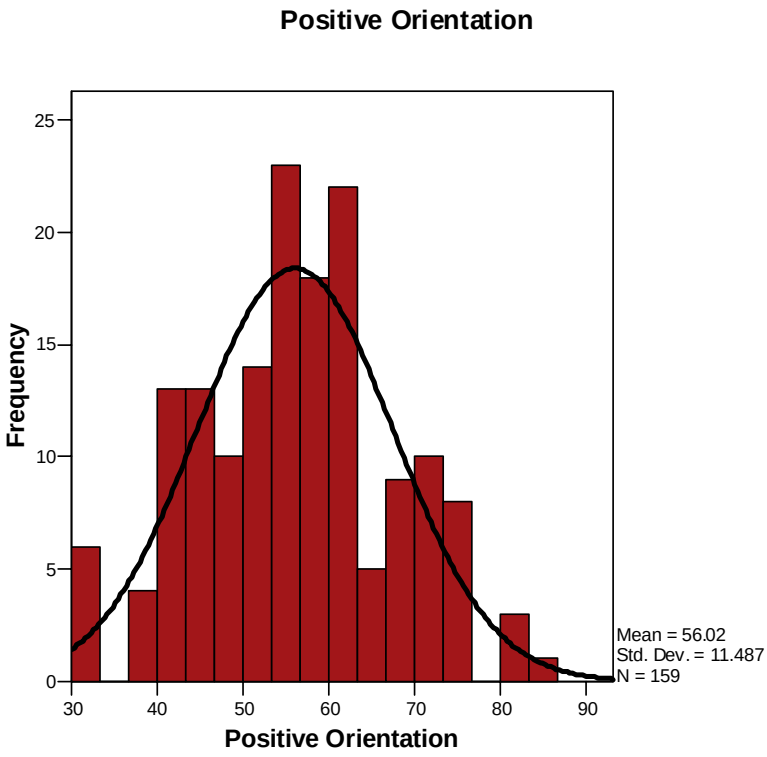


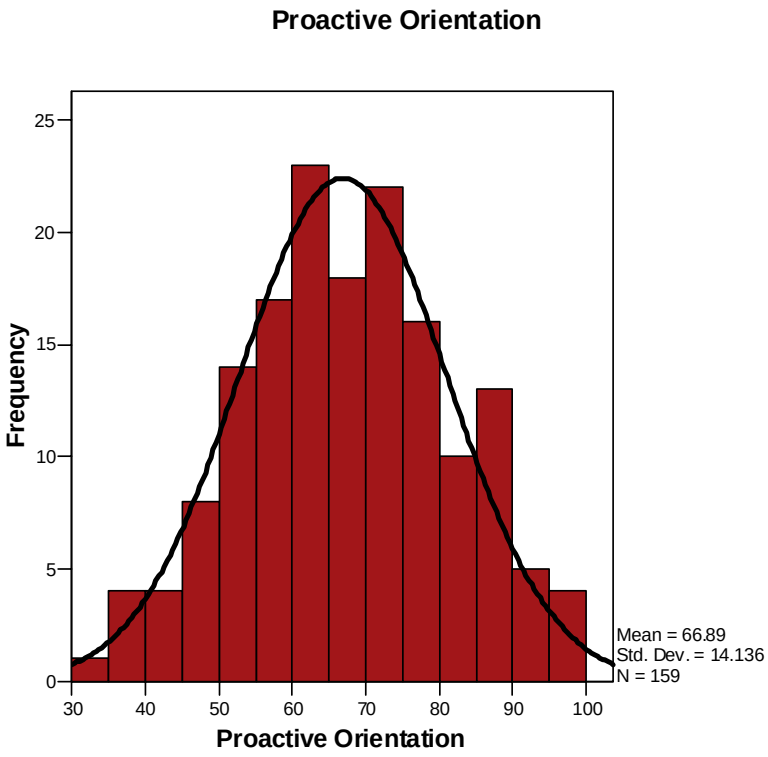




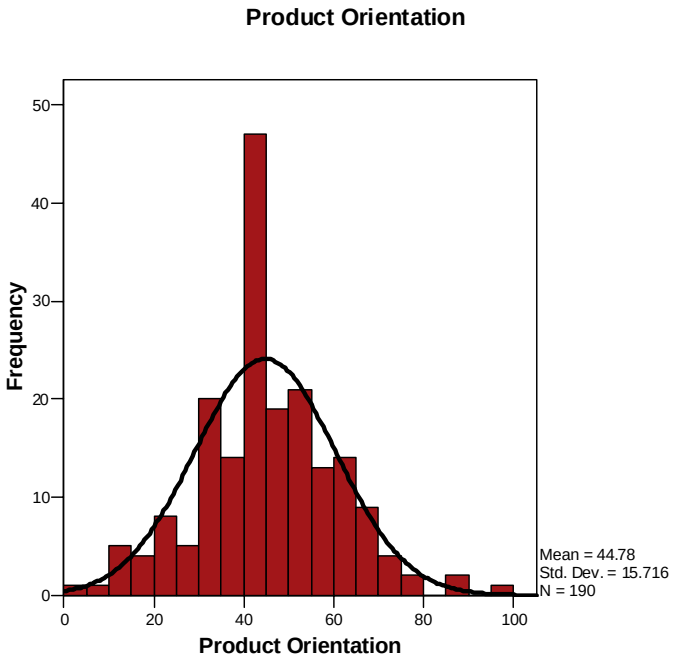


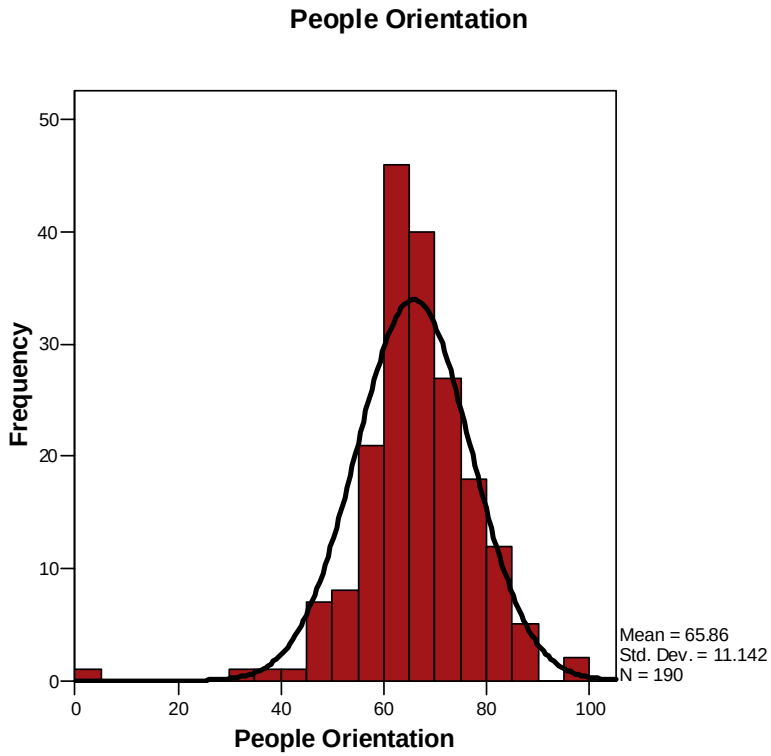


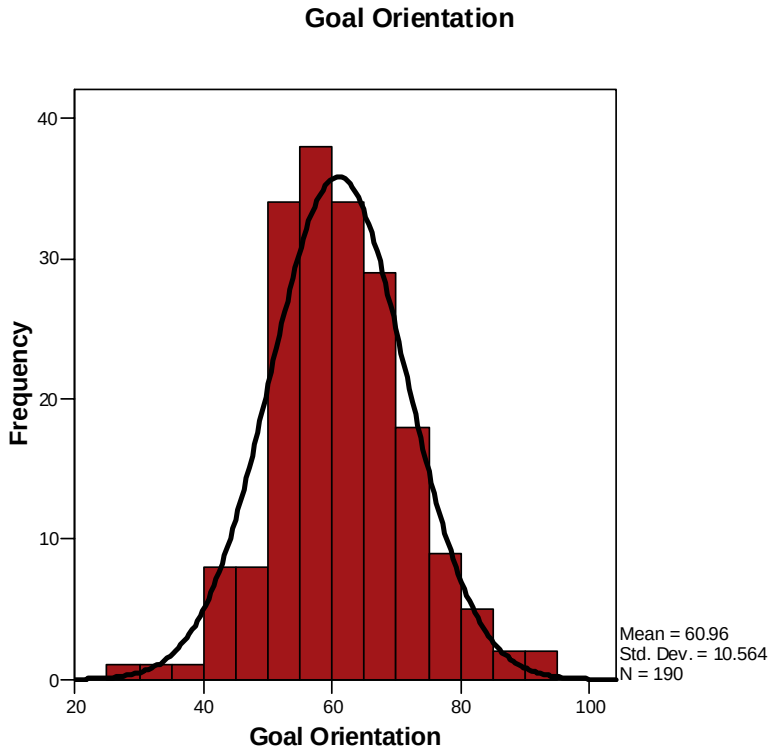


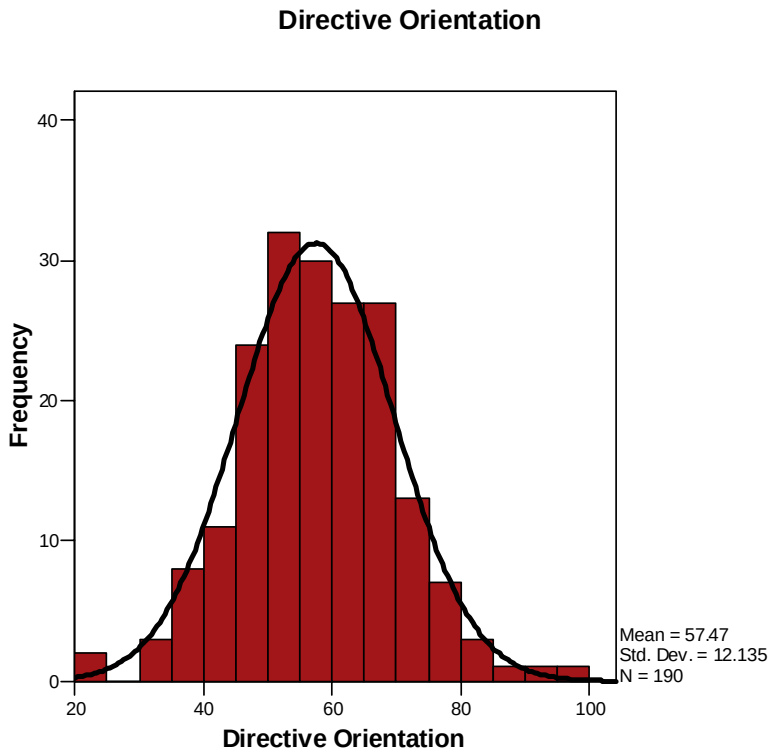

Proactive Orientation
Frequency
25
20
15
10
5
0
30
40
50
60
70
80
90
100
Proactive Orientation
Mean = 66.89
Std. Dev. = 14.136
N = 159

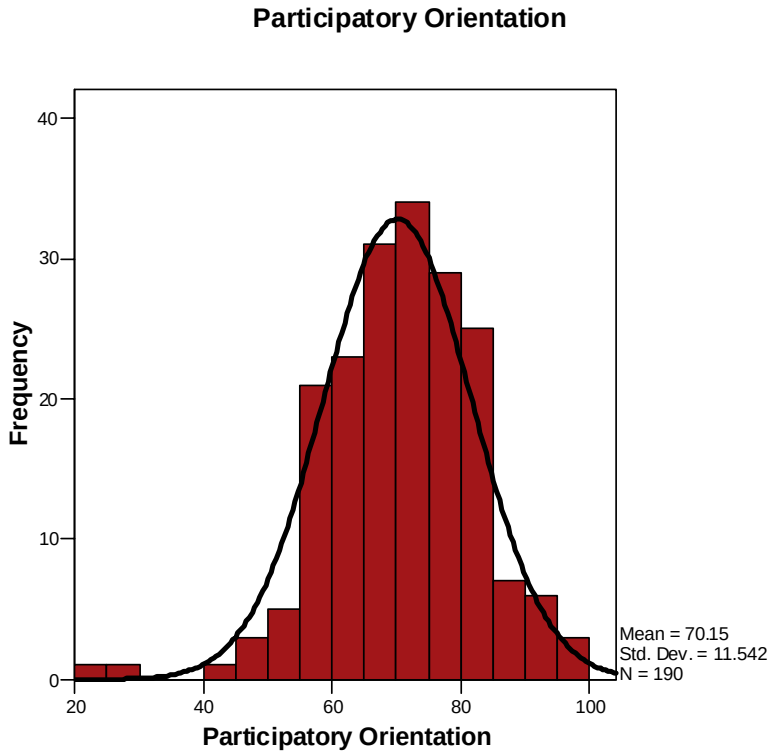
Men Only

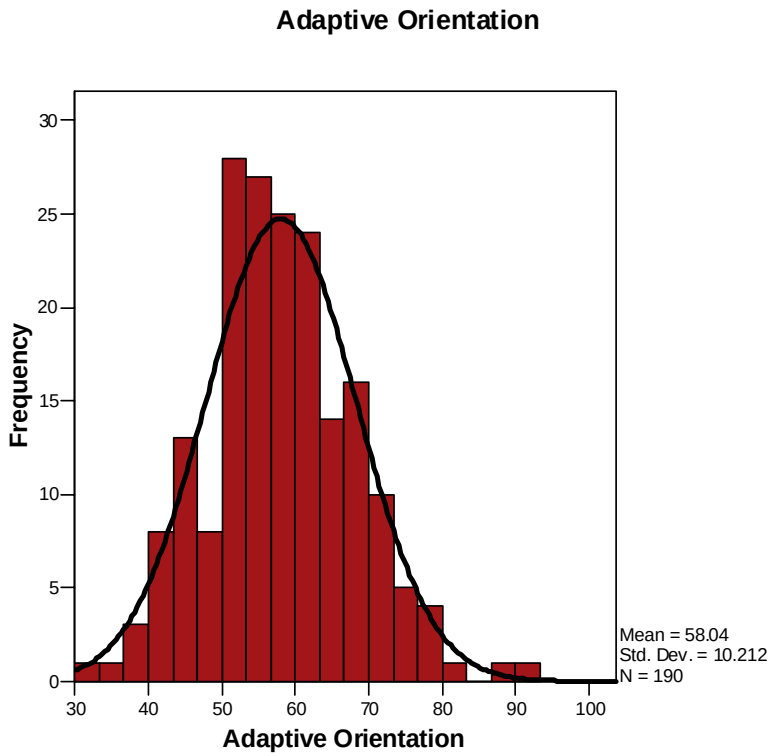


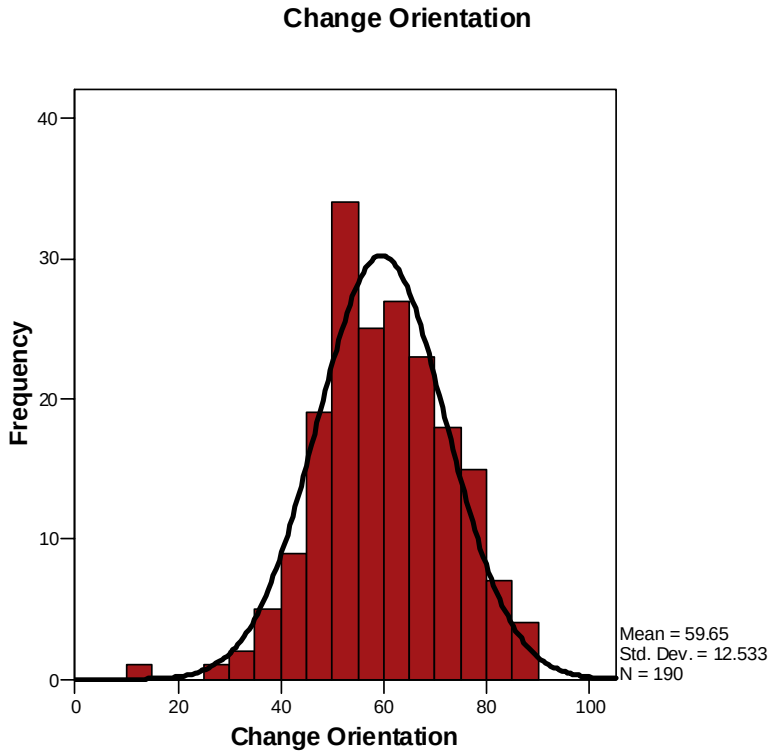


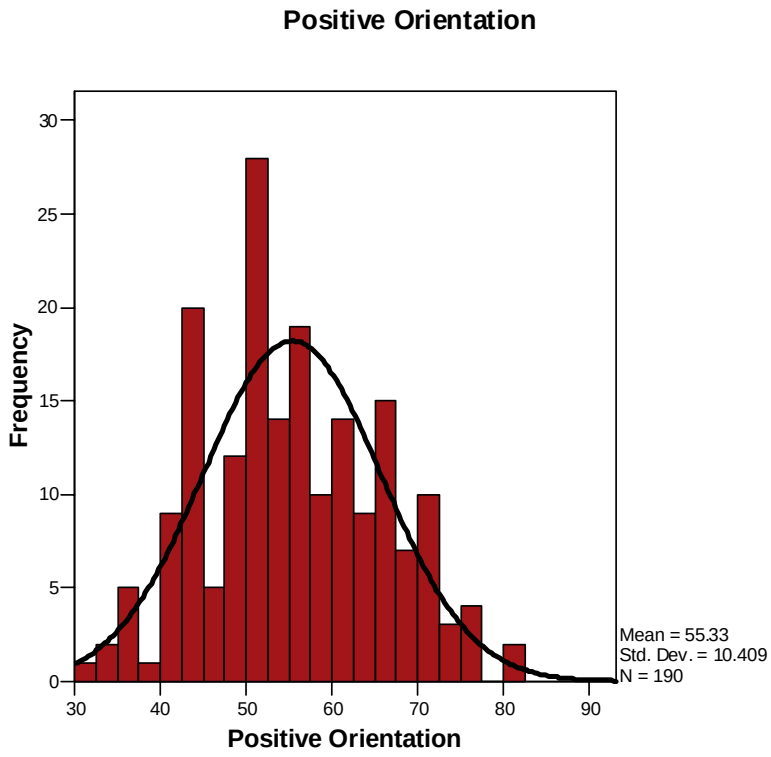


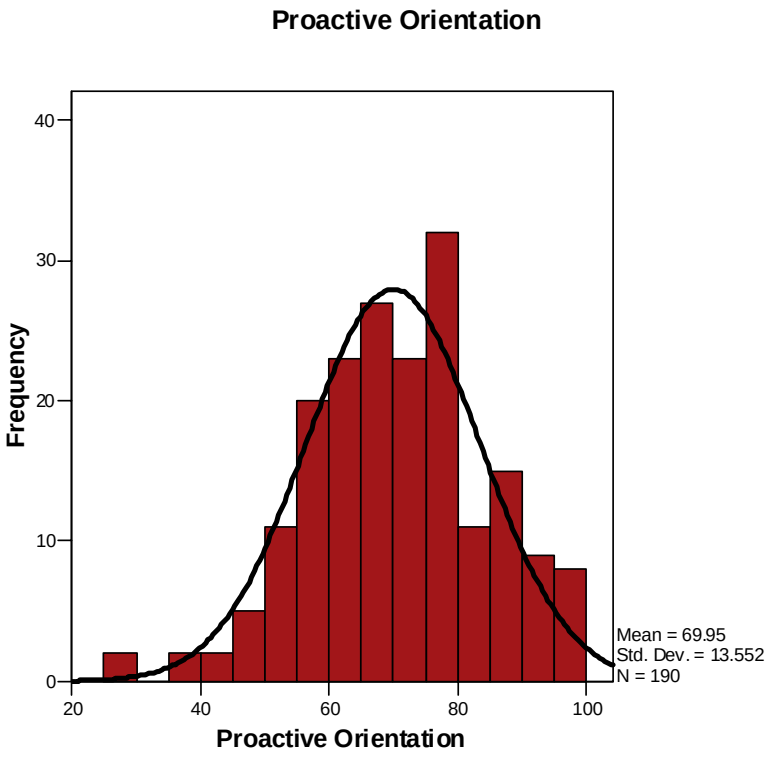












Reliability and Internal Consistency

Factor 1: Product Orientation

Inter-Item Consistency
Cronbach's Coefficient Alpha:0.649

Split-Half Reliability
Correlation between forms: 0.494
Spearman-Brown formula: Unequal 0.668
Guttman's formula: 0.654

Factor 2: People Orientation (19 items)

Inter-Item Consistency
Cronbach's Coefficient Alpha: 658

Split-Half Reliability
Correlation between forms: 0.514
Spearman-Brown formula: Unequal 0.680
Guttman's formula: 0.671

Factor 3: Goal Orientation

Inter-Item Consistency
Cronbach's Coefficient Alpha: 0.540

Split-Half Reliability
Correlation between forms: 0.433
Spearman-Brown formula: Unequal 0.607
Guttman's formula: 0.595

Factor 4: Directive Orientation (8 items)

Inter-Item Consistency
Cronbach's Coefficient Alpha: 0.600

Split-Half Reliability
Correlation between forms: 0.488
Spearman-Brown formula: Unequal 0.658
Guttman's formula: 0.651

Factor 5: Participatory Orientation (6 items)

Inter-Item Consistency
Cronbach's Coefficient Alpha: 0.742

Split-Half Reliability
Correlation between forms: 0.562
Spearman-Brown formula: Unequal 0.721
Guttman's formula: 0.716

Factor 6: Adaptive Orientation (6 items)

Inter-Item Consistency
Cronbach's Coefficient Alpha: 570

Split-Half Reliability
Correlation between forms: 0.343
Spearman-Brown formula: Unequal 0.510
Guttman's formula: 0.483

Factor 7: Change Orientation (6 items)

Inter-Item Consistency
Cronbach's Coefficient Alpha: 570

Split-Half Reliability
Correlation between forms: 0.483
Spearman-Brown formula: Unequal 0.655
Guttman's formula: 0.640

Factor 8: Positive Orientation (6 items)

Inter-Item Consistency
Cronbach's Coefficient Alpha: 0.366

Split-Half Reliability
Correlation between forms: 0.333
Spearman-Brown formula: Unequal 0.499
Guttman’s formula: 0.499

Factor 9: Proactive Orientation (6 items)

Inter-Item Consistency
Cronbach's Coefficient Alpha: 0.678

Split-Half Reliability
Correlation between forms: 0.548
Spearman-Brown formula: Unequal 0.711
Guttman’s formula: 0.698

Criterion and Construct Validity

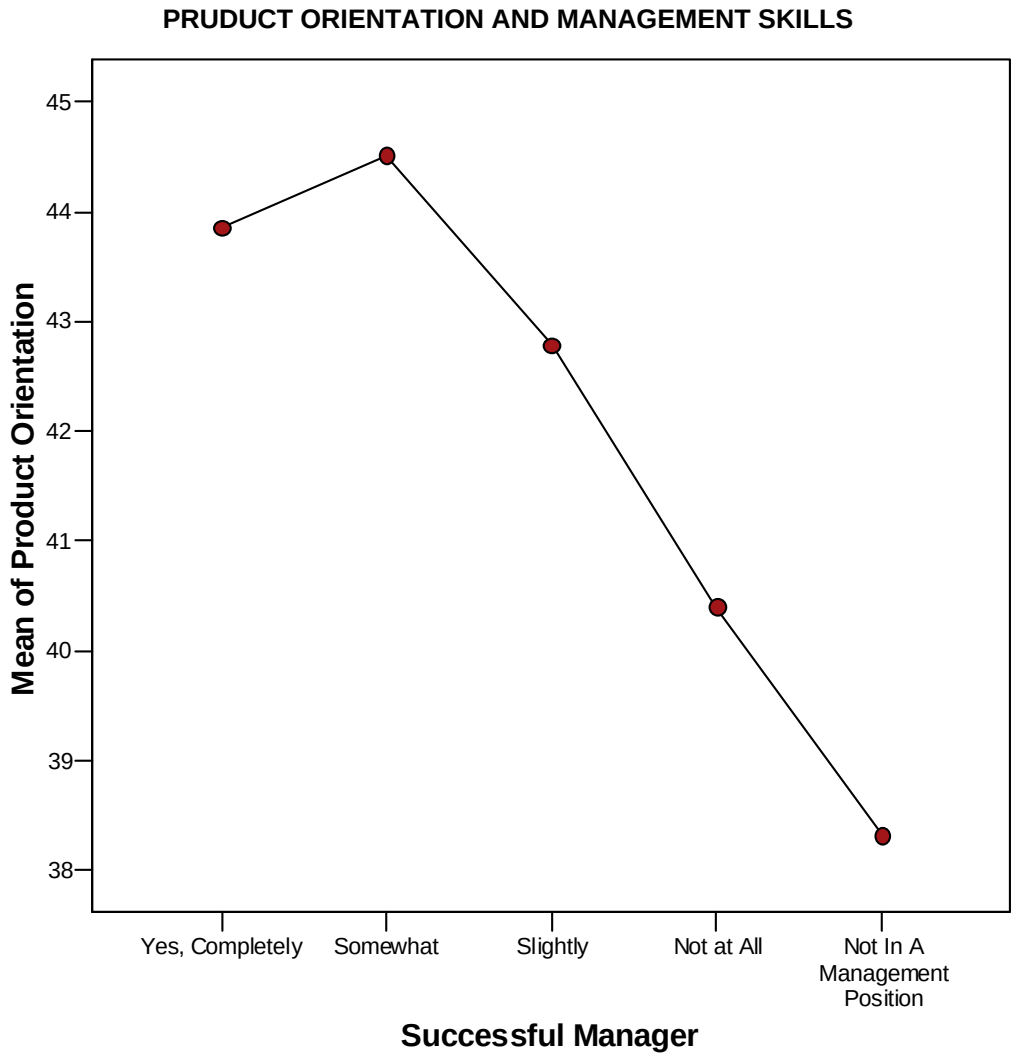
1. Relationship between being a successful manager and management style

Question #1:If you are in a management position do you feel that you are a successful manager?
OPTION VALUE="na" SELECTED>I don't want to answer
OPTION VALUE="1">Yes, completely
OPTION VALUE="2">Somewhat
OPTION VALUE="3">Slightly
OPTION VALUE="4">Not at all
OPTION VALUE="5">I am not in a management position

Product Orientation

No significant score differences were found among groups of subjects depending on how good of a manager they were. Neither less, the people who thought they were successful managers appear to be slightly more product oriented than the others. See Annex 2 for a table showing homogeneous subsets.

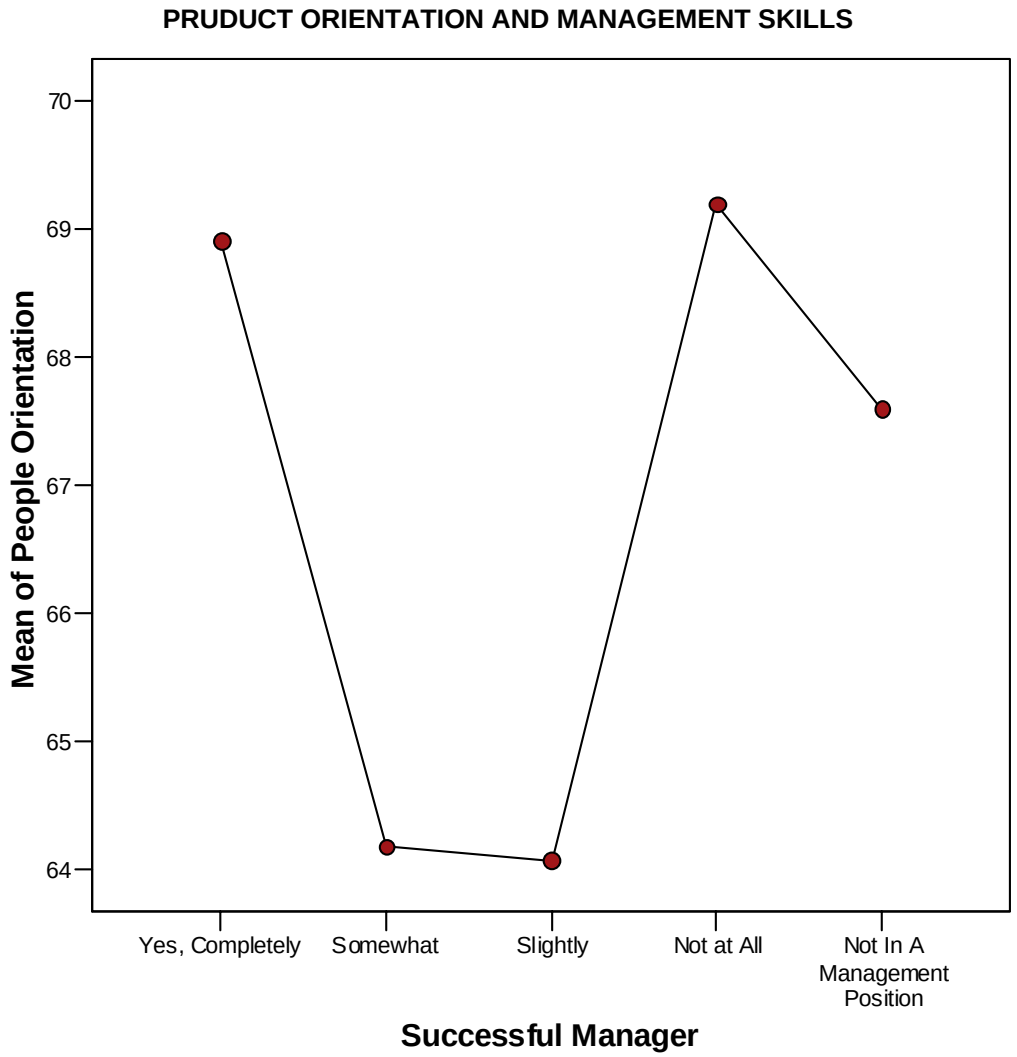
$F_{(2,276)} = 2.886$ $p > 0.050$



People Orientation

Significant score differences were found among groups of subjects depending on how good of a manager they were. The people who thought they are outstanding managers scored significantly higher than the people who though they are somewhat successful managers. No other significant differences were detected. See Annex 2 for a table showing homogeneous subsets.

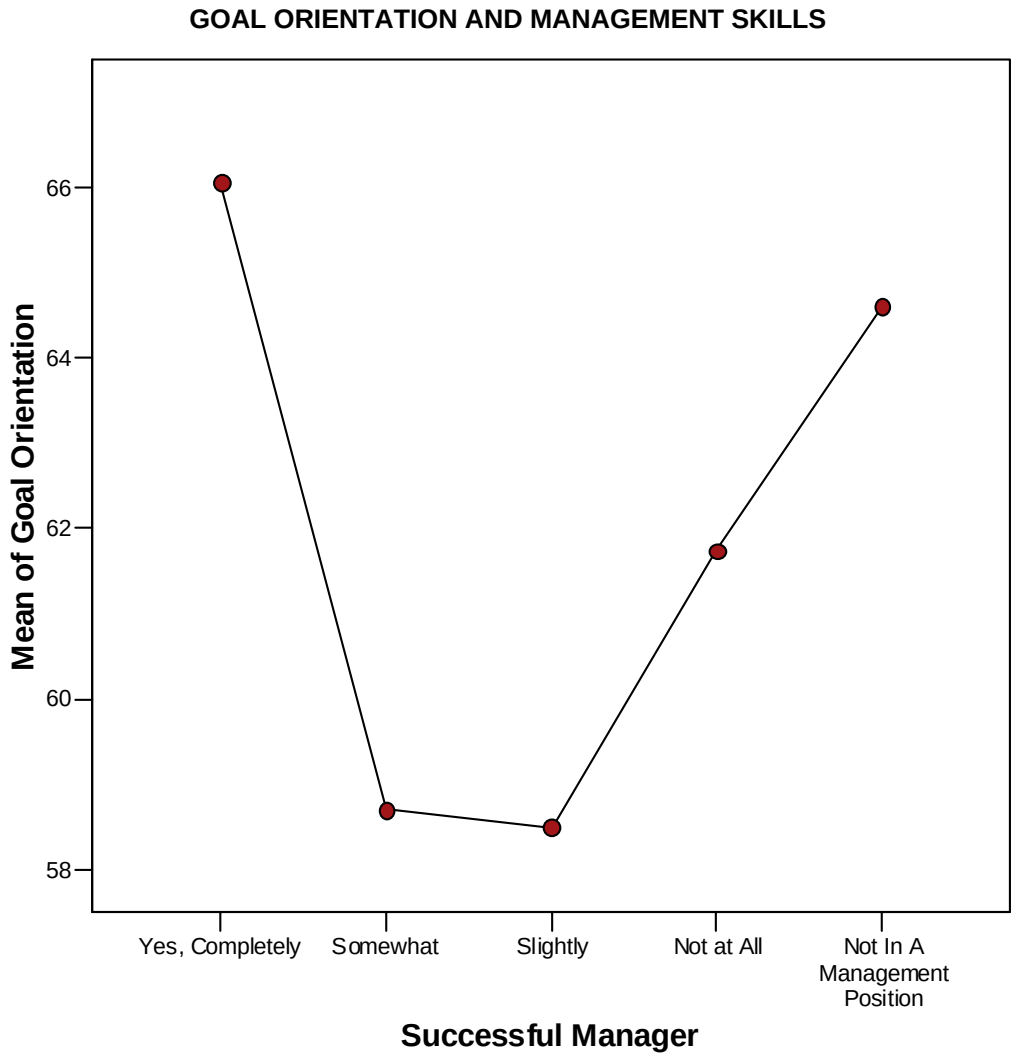
$F_{(4,482)} = 3.564$ $p < 0.007$



Goal Orientation

Significant score differences were found among groups of subjects depending on how good of a manager they were. The people who thought they are outstanding managers scored significantly higher than the people who though they are somewhat successful managers. No other significant differences were detected. The effects are robust. See Annex 2 for a table showing homogeneous subsets.

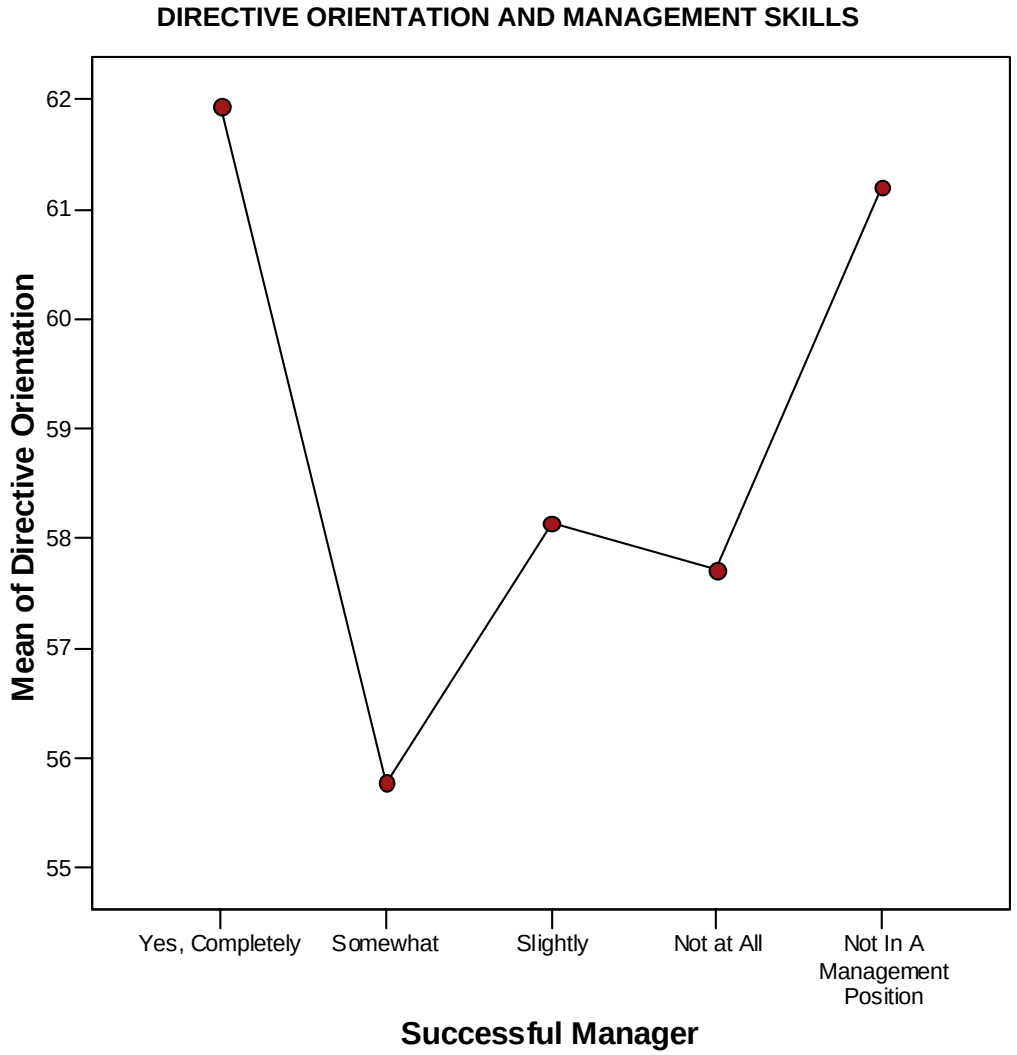
$F_{(4,482)} = 6.785$ $p < 0.000$



Directive Orientation

Significant score differences were found among groups of subjects depending on how good of a manager they were. The people who thought they are outstanding managers scored significantly higher than the people who though they are somewhat successful managers. No other significant differences were detected. See Annex 2 for a table showing homogeneous subsets.

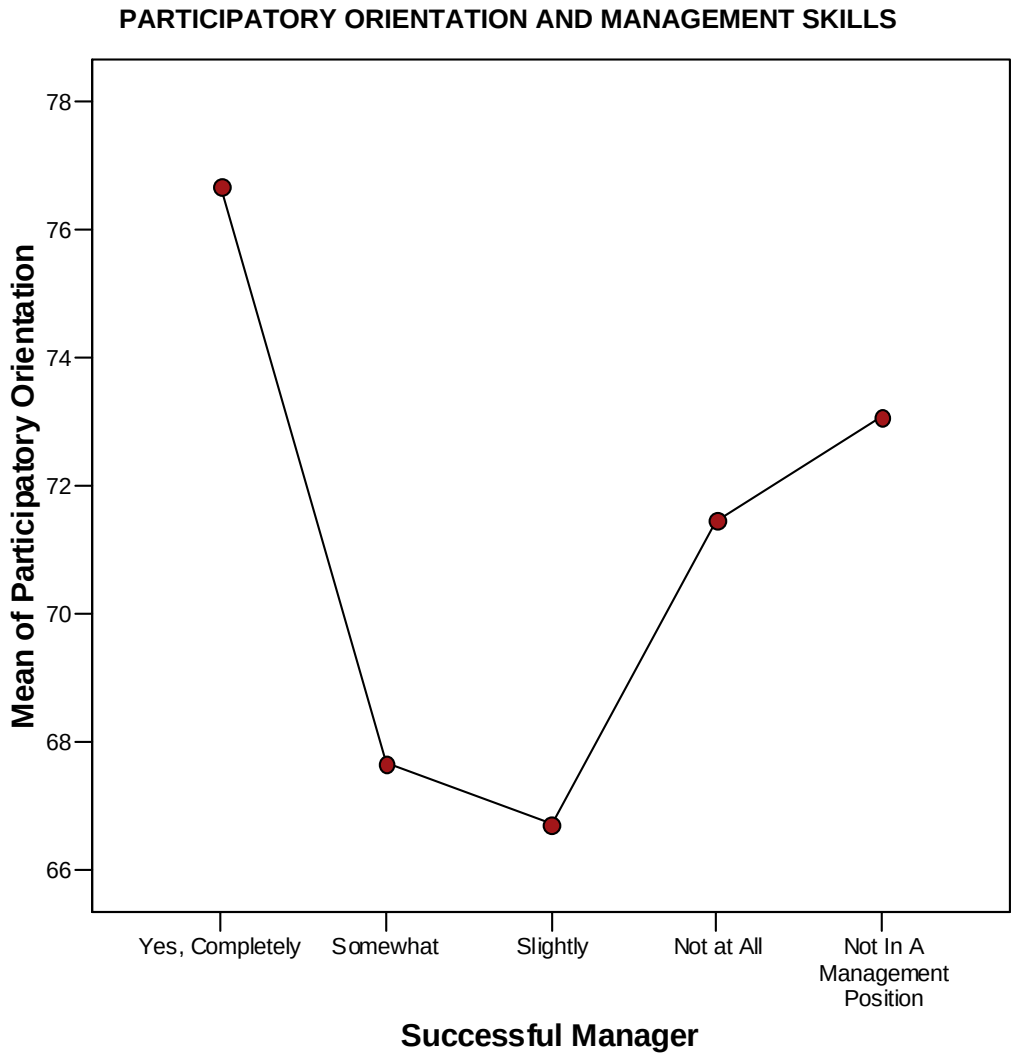
$F_{(4,282)} = 3,735$ $p < 0.006$



Participatory Orientation

Significant score differences were found among groups of subjects depending on how good of a manager they were. The people who thought they are outstanding managers scored significantly higher than the people who though they are somewhat and slightly successful managers. No other significant differences were detected. The effects are robust. See Annex 2 for a table showing homogeneous subsets.

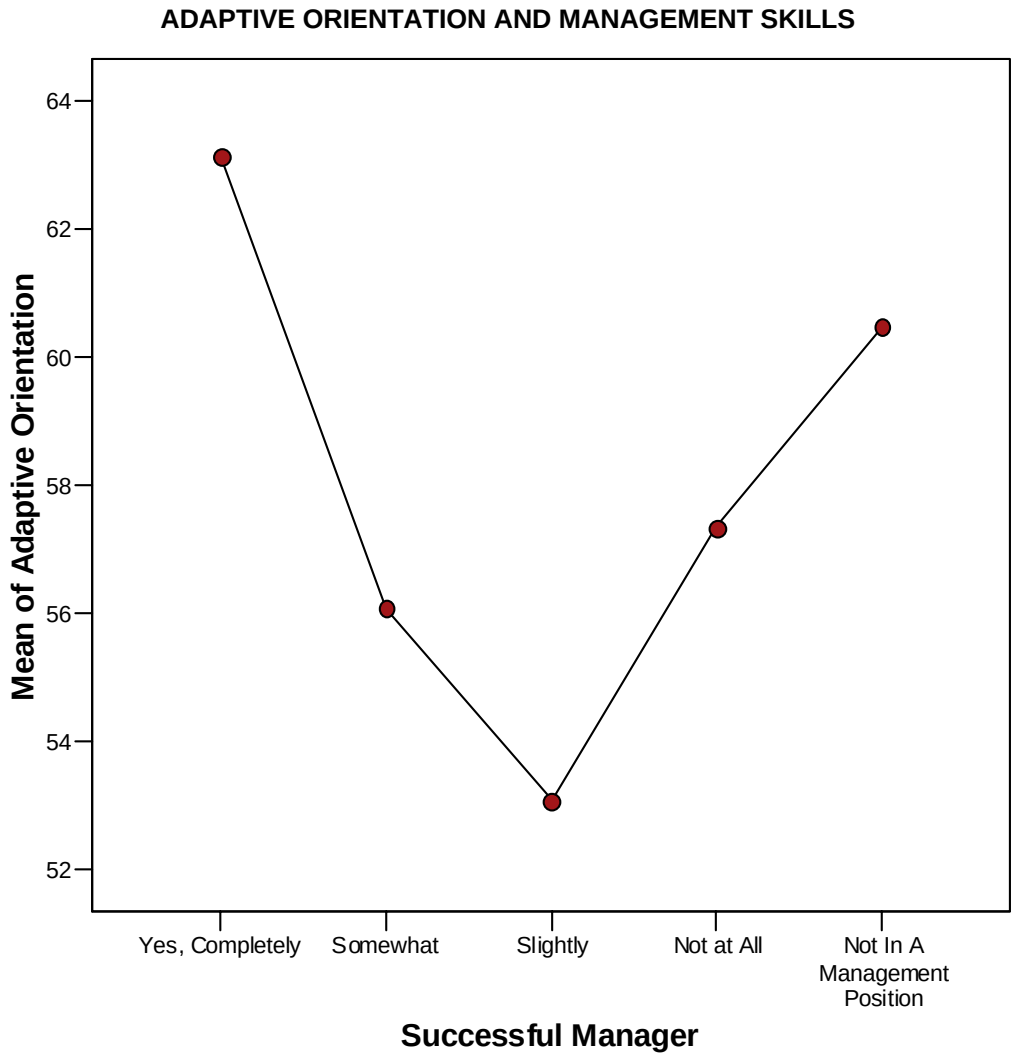
$F_{(4,282)} = 9.536$ $p < 0.000$



Adaptive Orientation

Significant score differences were found among groups of subjects depending on how good of a manager they were. The people who thought they are outstanding managers scored significantly higher than the people who though they are somewhat and slightly and not at all successful managers. No other significant differences were detected. The effects are robust. See Annex 2 for a table showing homogeneous subsets.

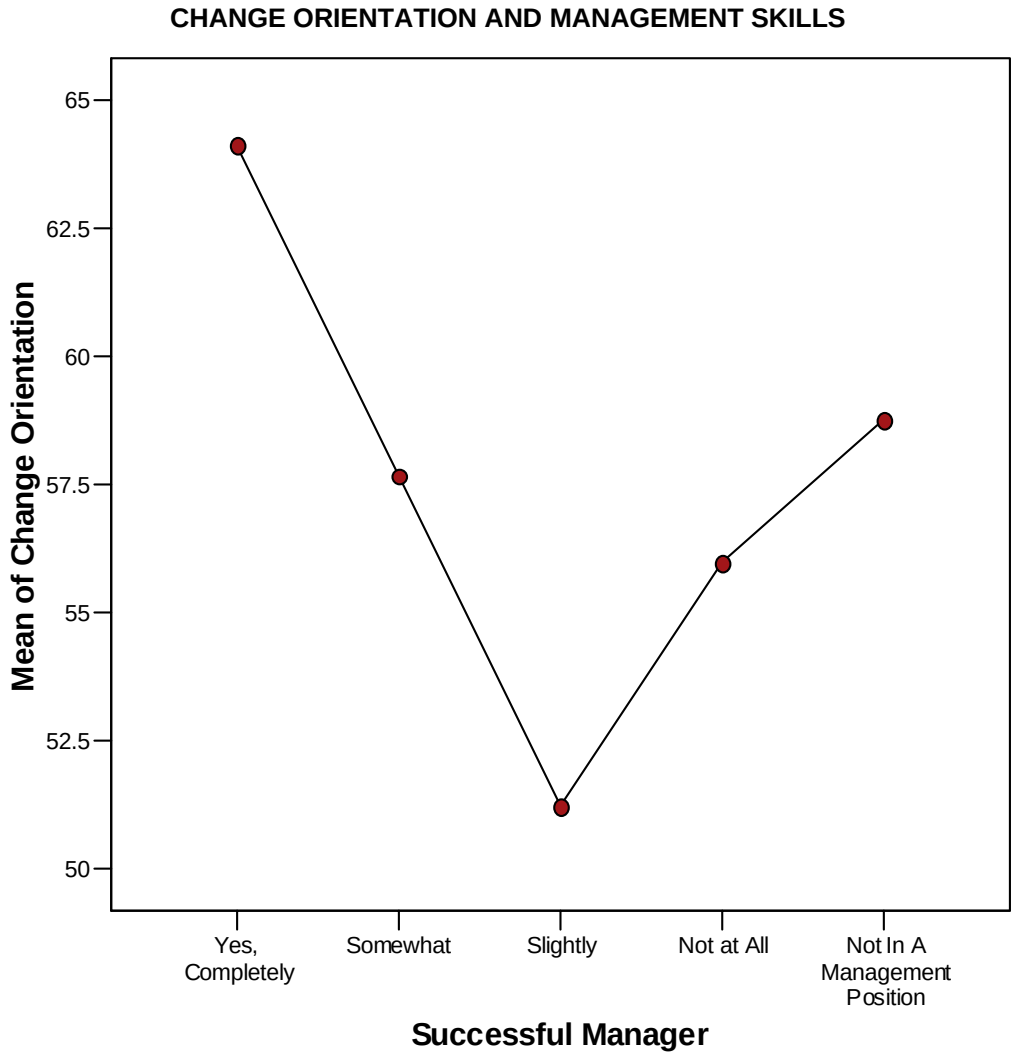
$F_{(4,282)} = 9.920$ $p < 0.000$



Change Orientation

Significant score differences were found among groups of subjects depending on how good of a manager they were. The people who thought they are outstanding managers scored significantly higher than the people who though they are somewhat successful managers. No other significant differences were detected. See Annex 2 for a table showing homogeneous subsets.

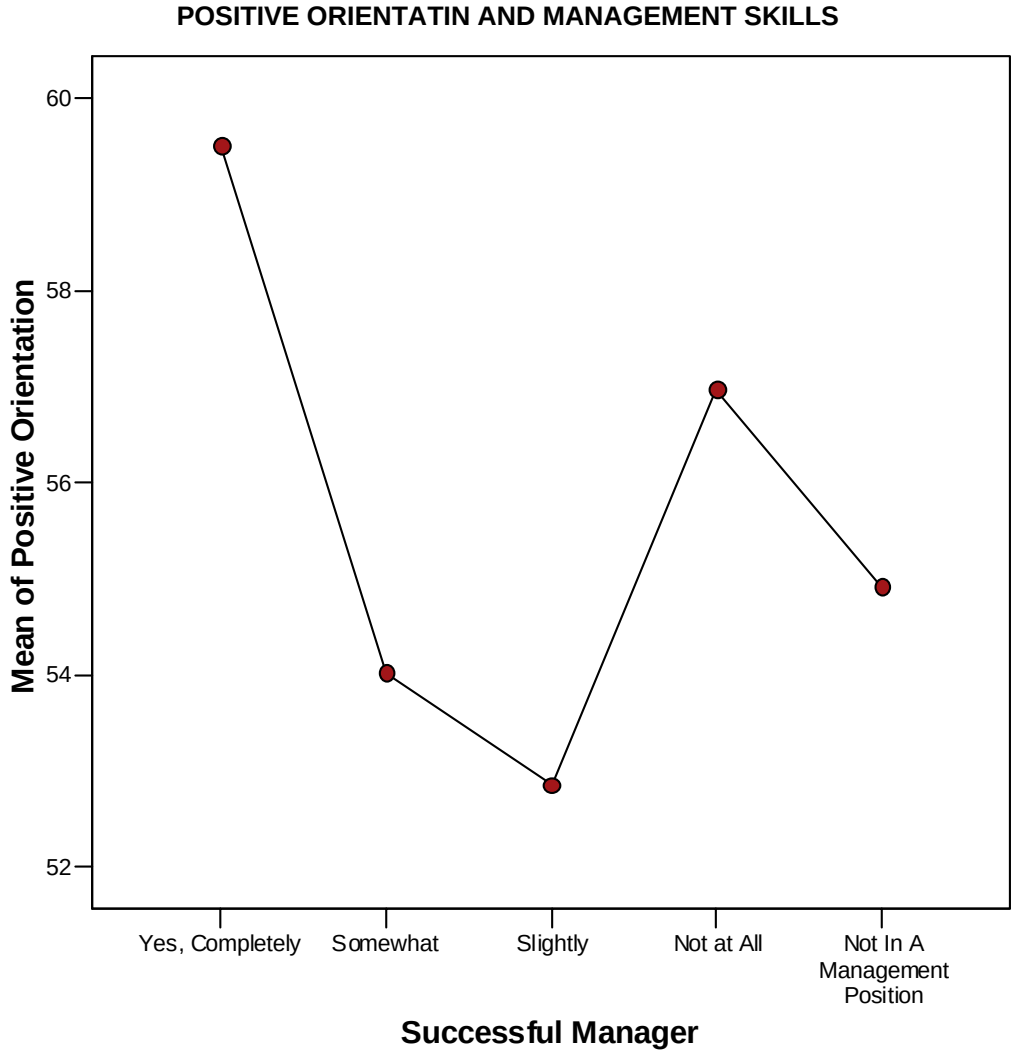
$F_{(4,282)} = 6.838$ $p < 0.000$



Positive Orientation

Significant score differences were found among groups of subjects depending on how good of a manager they were. The people who thought they are outstanding managers scored significantly higher than all the other groups. No other significant differences were detected. The effects are robust. See Annex 2 for a table showing homogeneous subsets.

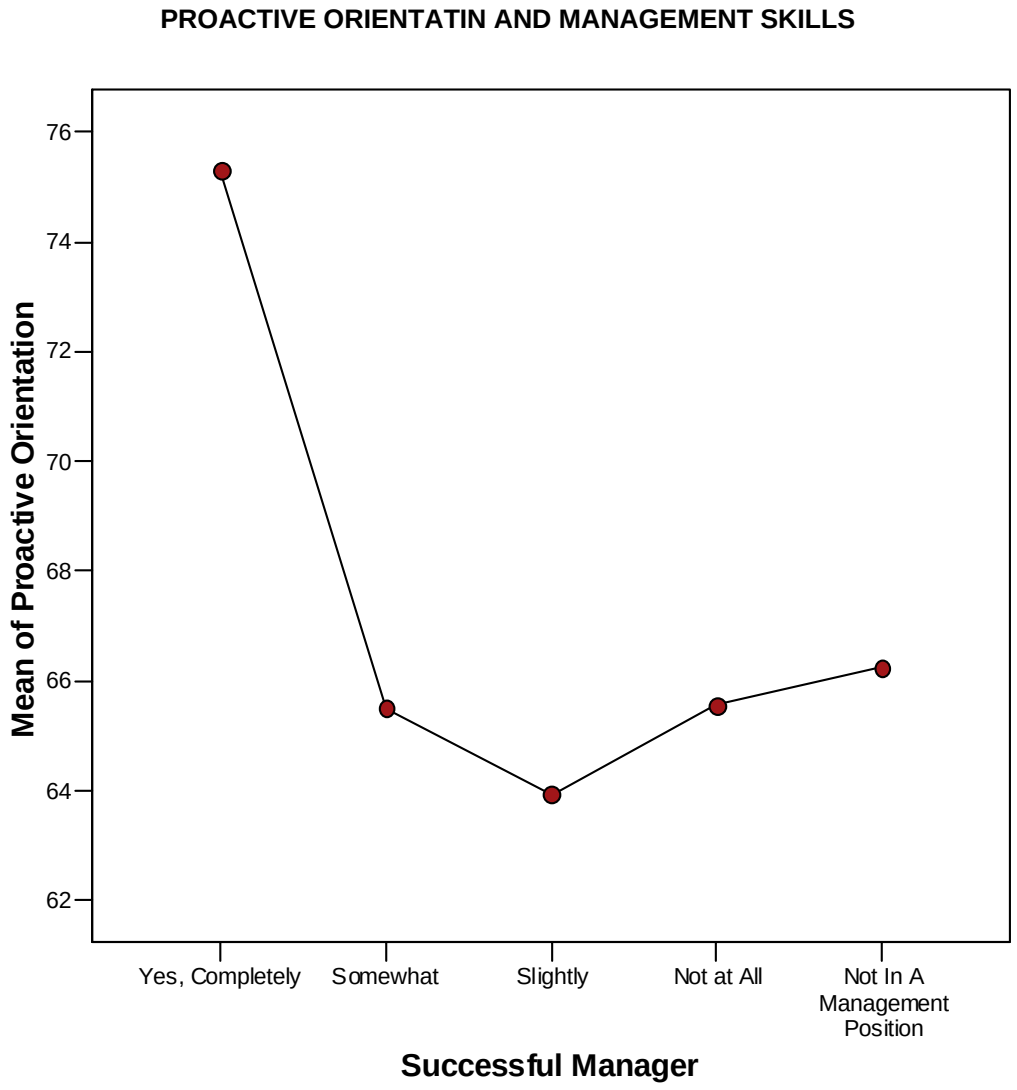
$F_{(4,282)} = 3.969$ $p < 0.004$



Proactive Orientation

Significant score differences were found among groups of subjects depending on how good of a sales person they were. Only the really good sales people scored significantly higher than the three other groups. No significant differences were detected between those three groups. The effects are robust. See Annex 2 for a table showing homogeneous subsets.

$F_{(3,8694)} = 8.547$ $p < 0.000$



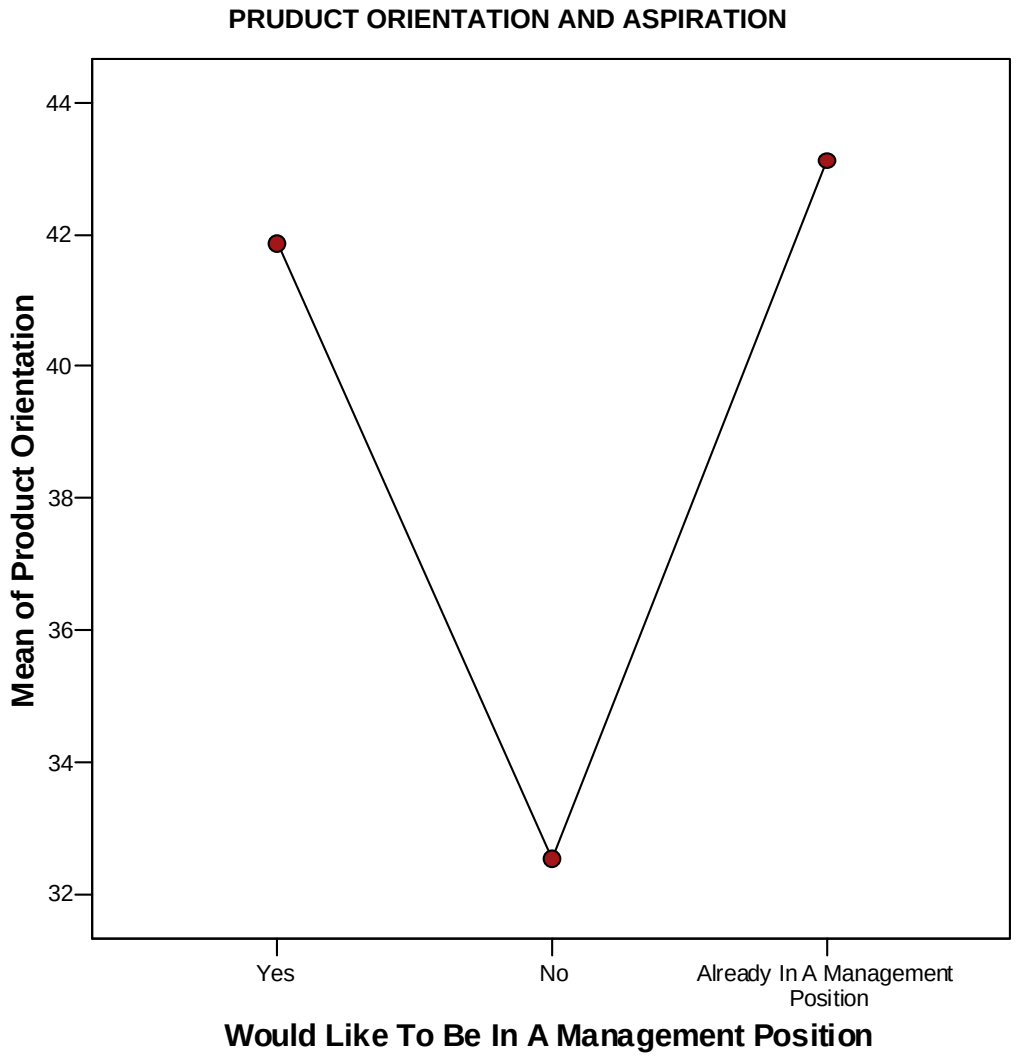
2. Relationship between the desire to be in a management position and management style

Question #2:Would you like to be in management position (if you are not already)?
OPTION VALUE="na" SELECTED>I don't want to answer
OPTION VALUE="1">Yes
OPTION VALUE="2">No
OPTION VALUE="3">I am already in a management position

Product Orientation

Some significant score differences were found among groups of subjects depending on their aspiration to be a manager. The people who do not want to be in a management position, scored lower on the product orientation than the people who are in a management position. See Annex 3 for a table showing homogeneous subsets.

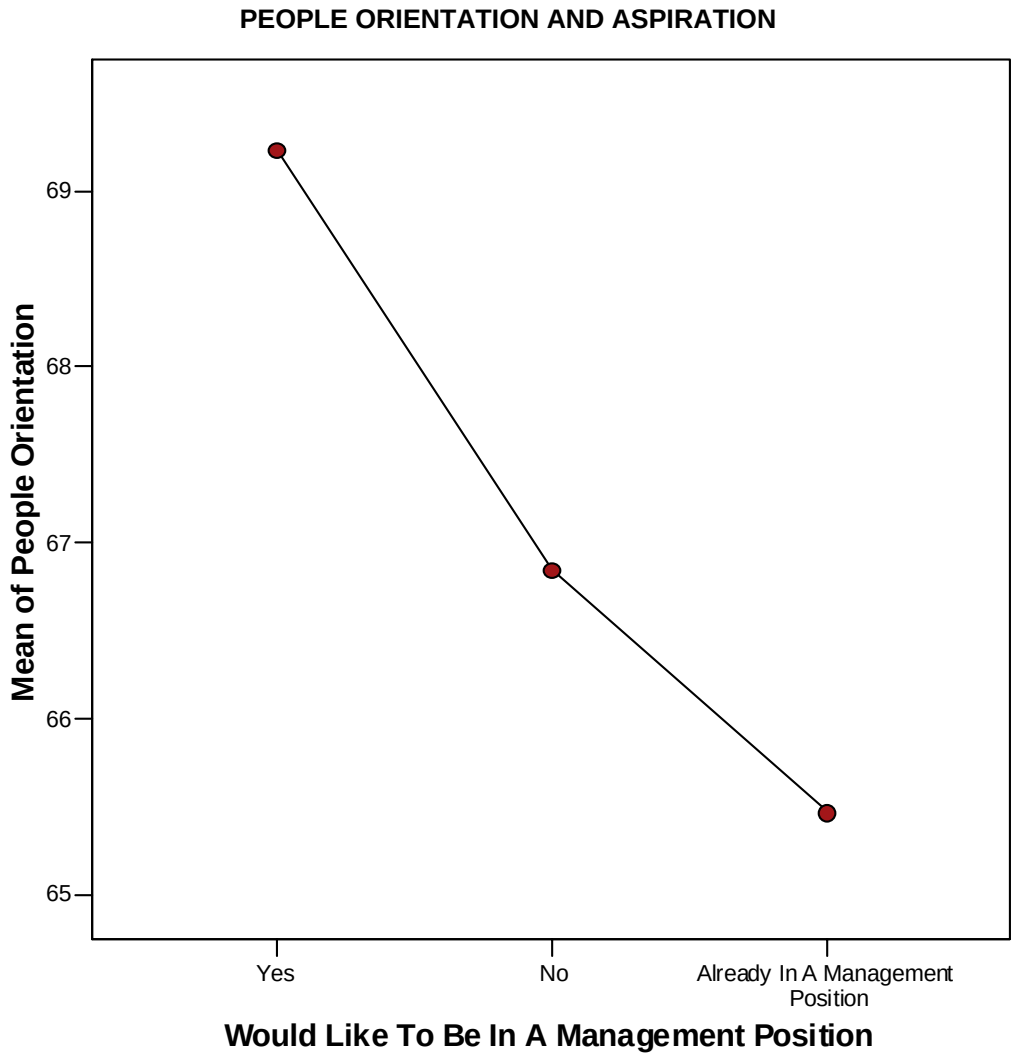
$F_{(2,276)} = 2.886$ $p < 0.057$



People Orientation

Significant score differences were found among groups of subjects depending on their aspiration to be a manager. The people who would like to be in a management position scored higher on the product orientation than the people who are already in a management position. No other significant differences were detected. See Annex 3 for a table showing homogeneous subsets.

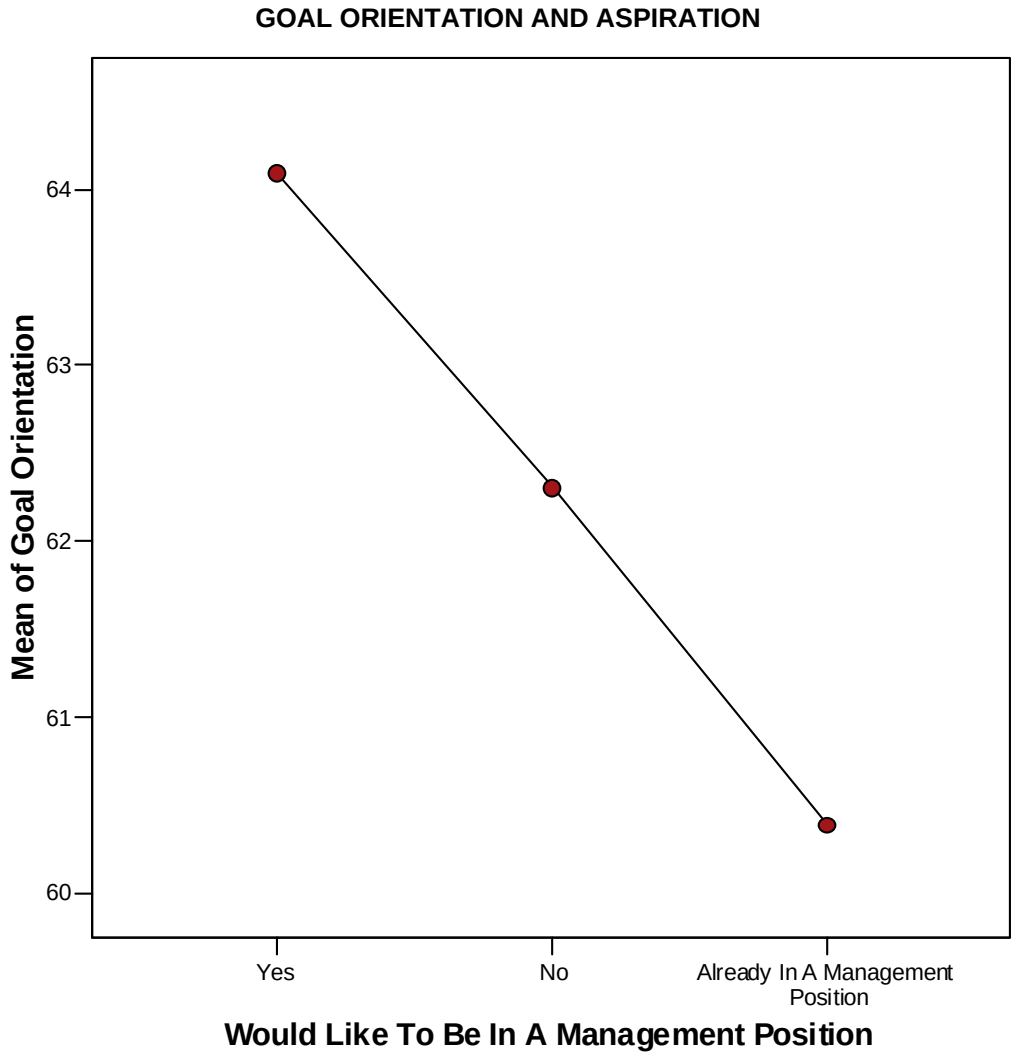
$F_{(2,276)} = 3.857$ $p < 0.022$



Goal Orientation

Significant score differences were found among groups of subjects depending on their aspiration to be a manager. The people who would like to be in a management position scored higher on the goal orientation than the people who are already in a management position. No other significant differences were detected. See Annex 3 for a table showing homogeneous subsets.

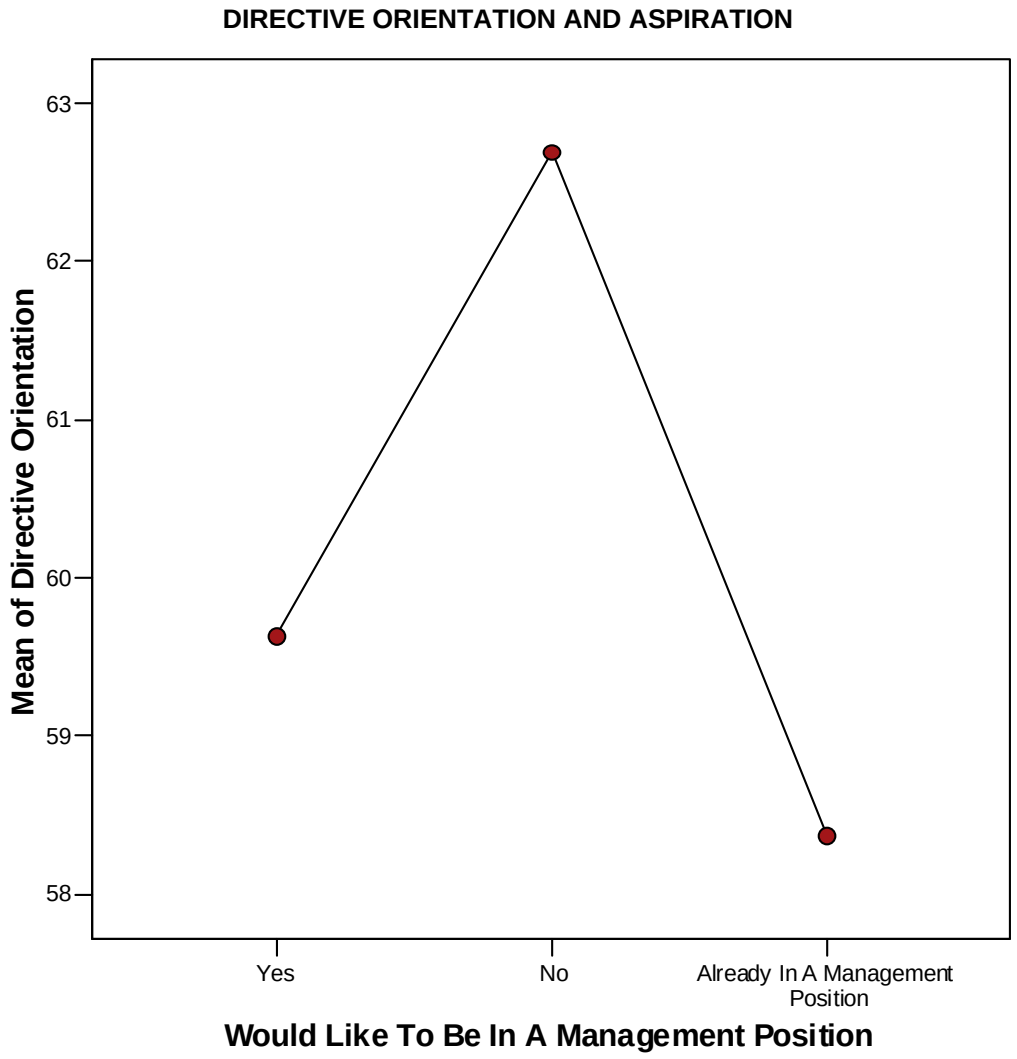
$F_{(2,276)} = 3.512$ $p < 0.031$



Directive Orientation

No significant score differences were found among groups of subjects depending on aspiration to be a manger See Annex 3 for a table showing homogeneous subsets.

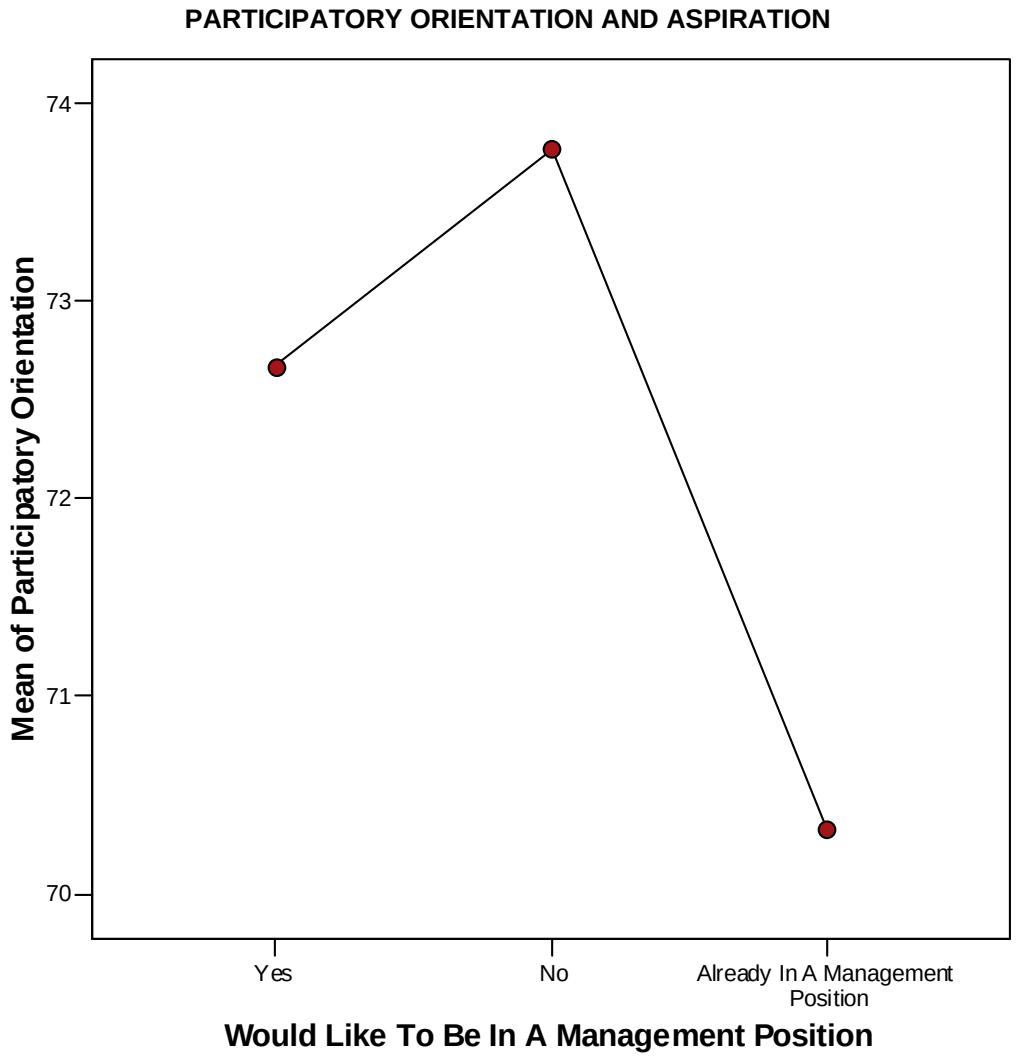
$F_{(2,276)} = 0.937$ $p < 0.393$



Participatory Orientation

No significant score differences were found among groups of subjects depending on aspiration to be a manger See Annex 3 for a table showing homogeneous subsets.

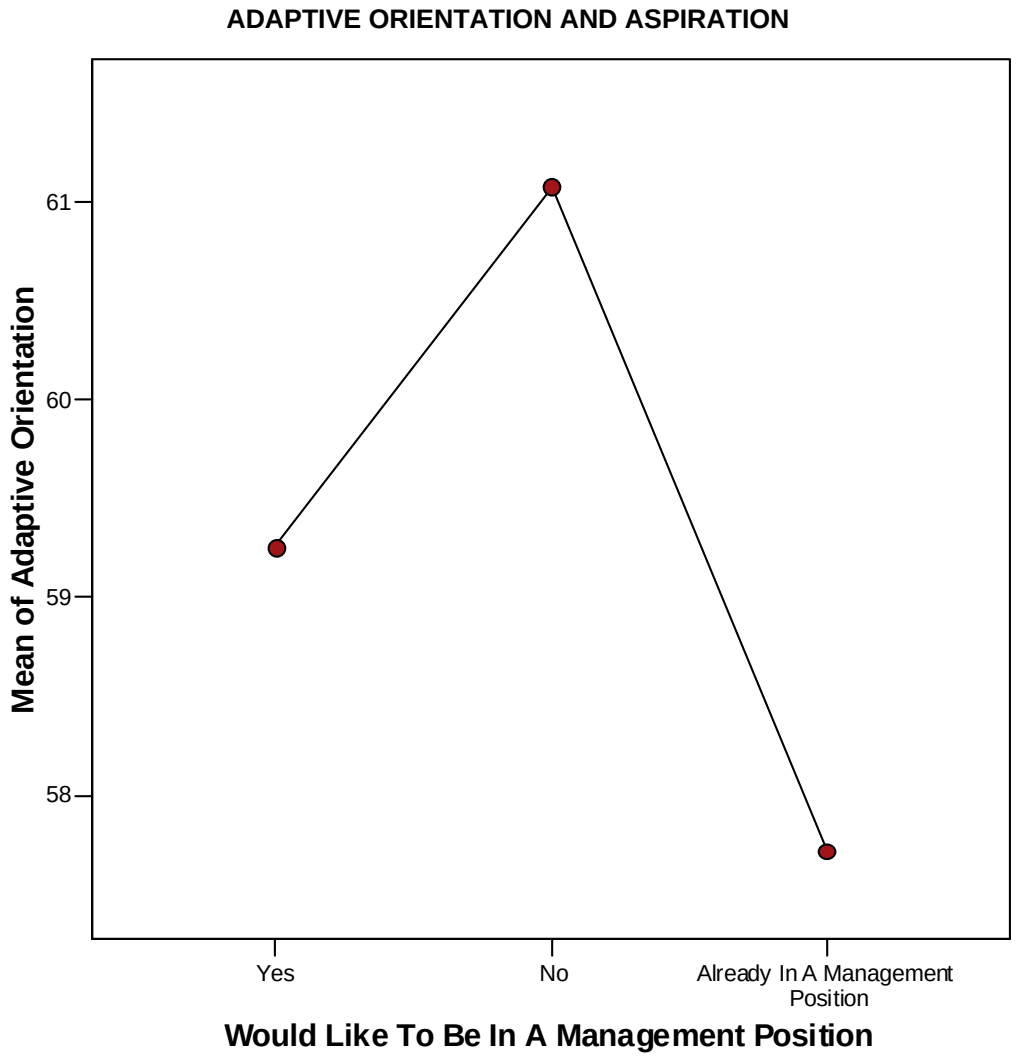
$F_{(2,276)} = 1.572$ $p < 0.210$



Adaptive Orientation

No significant score differences were found among groups of subjects depending on aspiration to be a manger See Annex 3 for a table showing homogeneous subsets.

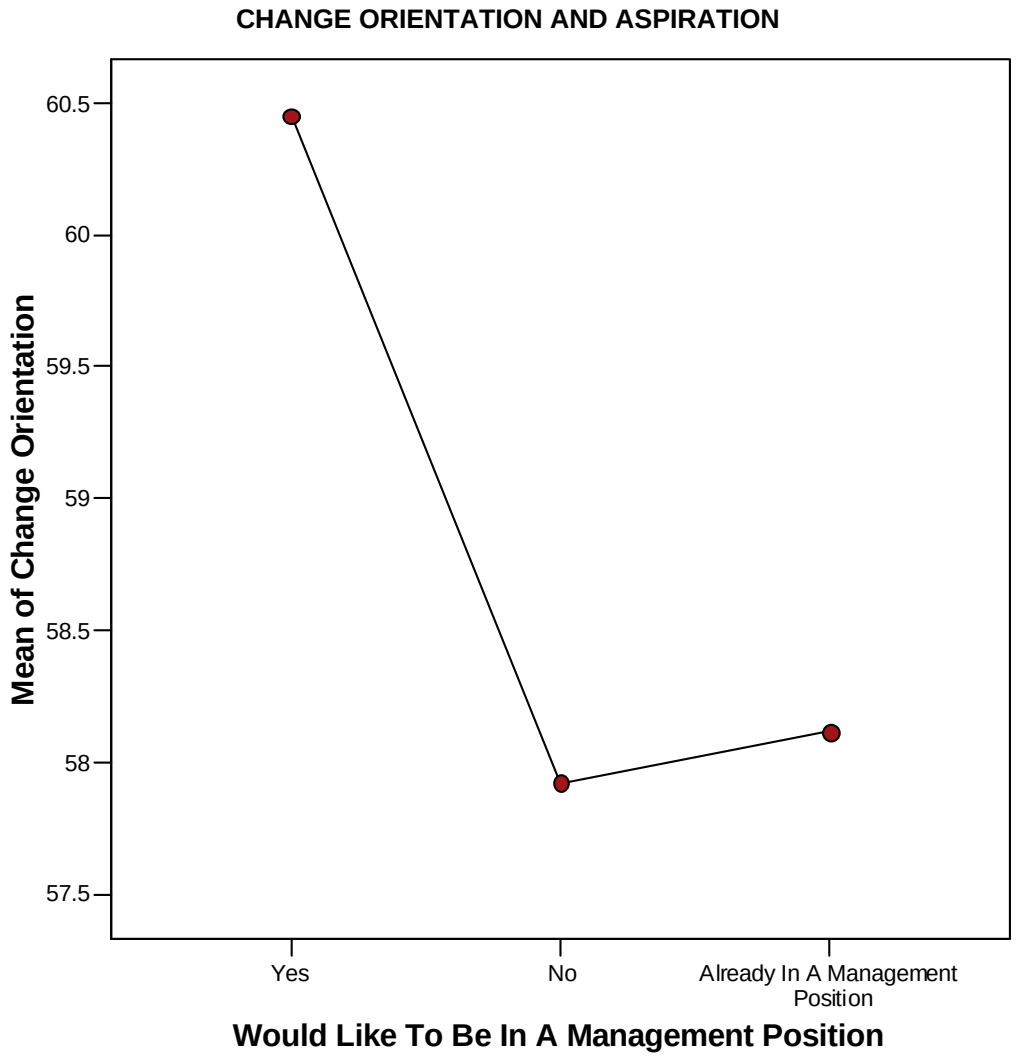
$F_{(2,276)} = 1.284$ $p < 0.279$



Change Orientation

No significant score differences were found among groups of subjects depending on aspiration to be a manger See Annex 3 for a table showing homogeneous subsets.

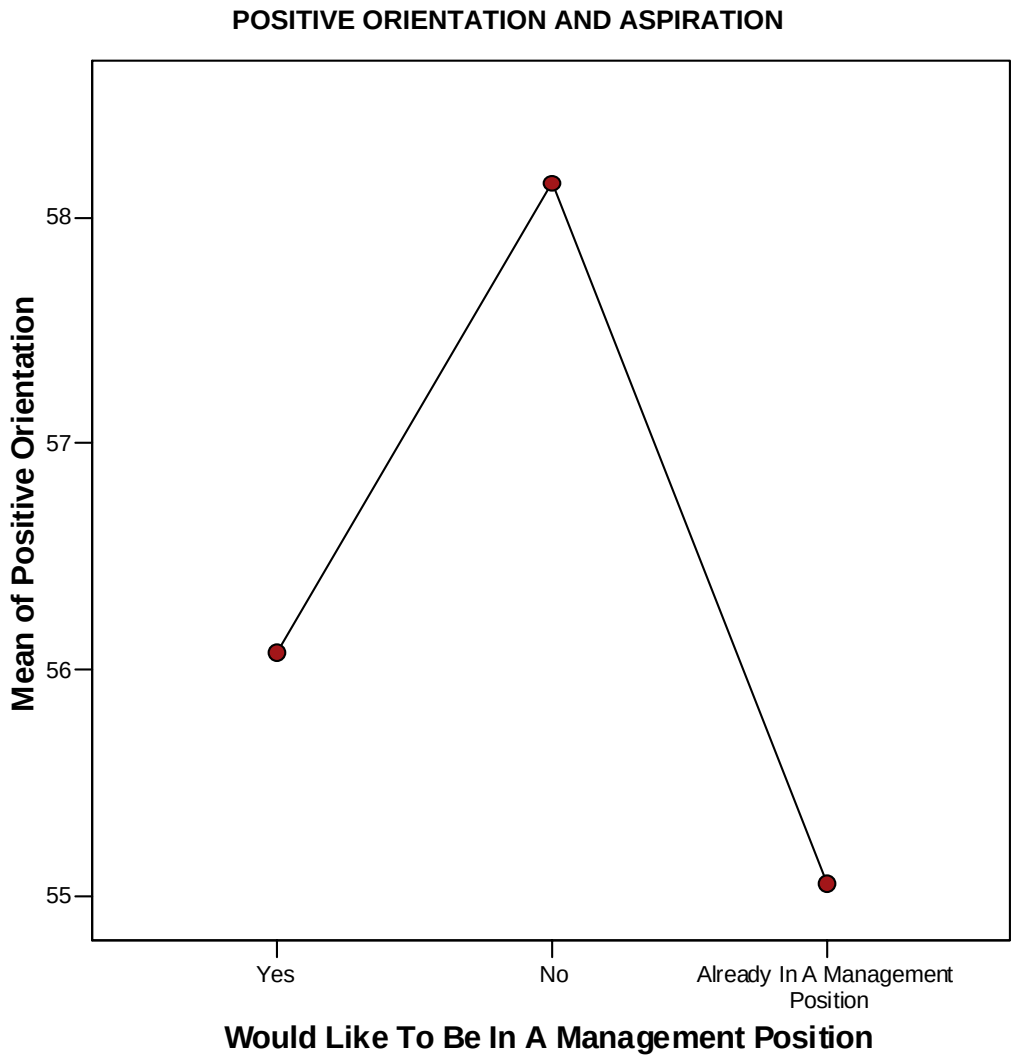
$F_{(2,276)} = 1.235$ $p < 0.292$



Positive Orientation

No significant score differences were found among groups of subjects depending on aspiration to be a manger See Annex 3 for a table showing homogeneous subsets.

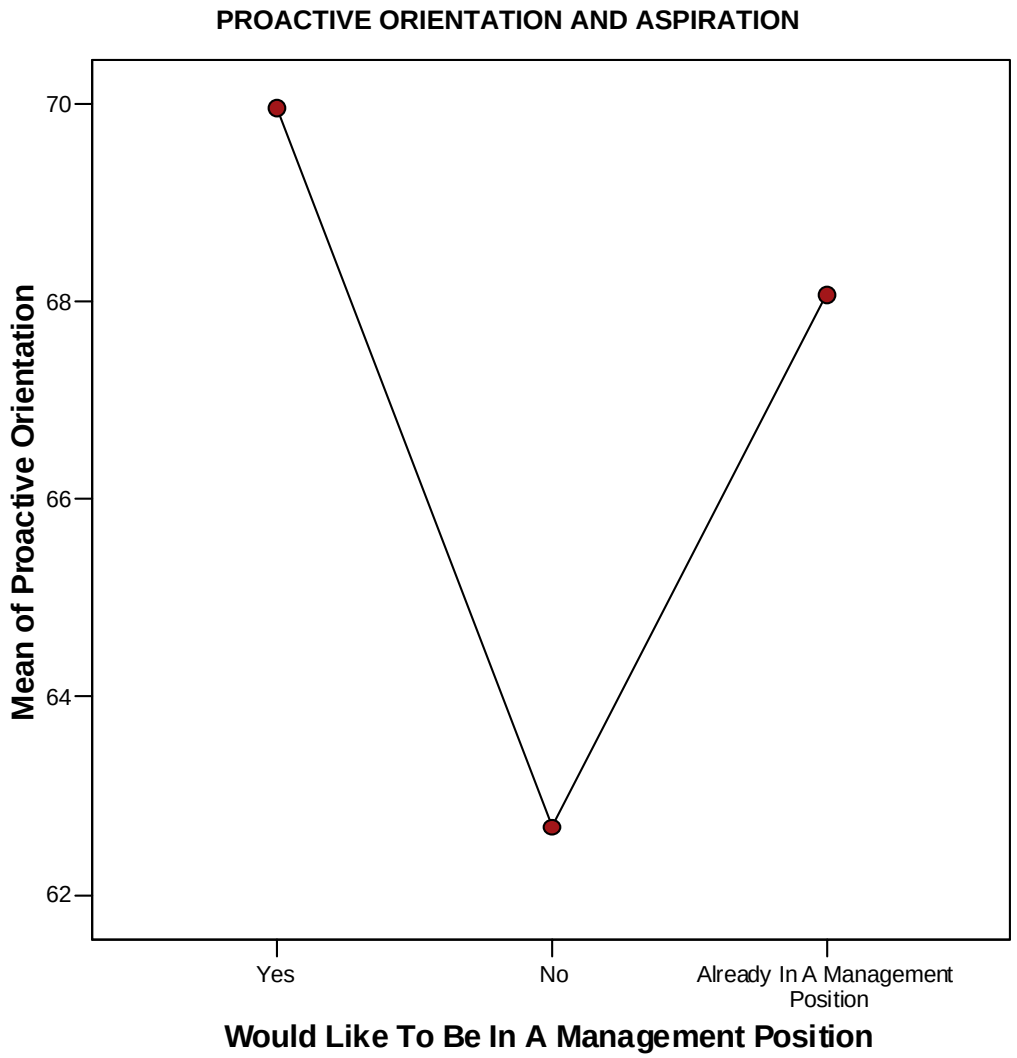
$F_{(2,276)} = 0.692$ $p < 0.501$



Proactive Orientation

No significant score differences were found among groups of subjects depending on aspiration to be a manger See Annex 3 for a table showing homogeneous subsets.

$F_{(2,276)} = 1.715$ $p < 0.182$



3. Relationship between age and management style.

Question #3:Enter your age

Product Orientation

No significant score differences were found among groups of subjects depending on their age. See Annex 4 for a table showing homogeneous subsets.

$F_{(4,288)} = 0.364$ $p < 0.834$

People Orientation

No significant score differences were found among groups of subjects depending on their age. See Annex 4 for a table showing homogeneous subsets.

$F_{(4,288)} = 2.157$ $p < 0.074$

Goal Orientation

No significant score differences were found among groups of subjects depending on their age. See Annex 4 for a table showing homogeneous subsets.

$F_{(4,288)} = 1,419$ $p < 0.228$

Directive Orientation

No significant score differences were found among groups of subjects depending on their age. See Annex 4 for a table showing homogeneous subsets.

$F_{(4,288)} = 2.078$ $p < 0.084$

Participatory Orientation

No significant score differences were found among groups of subjects depending on their age. See Annex 4 for a table showing homogeneous subsets.

$F_{(4,288)} = 1.960$ $p < 0.101$

Adaptive Orientation

No significant score differences were found among groups of subjects depending on their age. See Annex 4 for a table showing homogeneous subsets.

$F_{(4,288)} = 1.635$ $p < 0.166$

Change Orientation

No significant score differences were found among groups of subjects depending on their age. See Annex 4 for a table showing homogeneous subsets.

$F_{(4,288)} = 1.011$ $p < 0.402$

Positive Orientation

No significant score differences were found among groups of subjects depending on their age. See Annex 4 for a table showing homogeneous subsets.

$F_{(4,288)} = 1.937$ $p < 0.104$

Proactive Orientation

No significant score differences were found among groups of subjects depending on their age. See Annex 4 for a table showing homogeneous subsets.

$F_{(4,288)} = 1.216$ $p < 0.304$

3. **Gender differences**

Some significant gender differences were detected:

1) No gender differences were detected for the product orientation score:
$t_{(284)}$ = -1.809 p < 0.072 Mean difference: --3.268

2) No gender differences were detected for the people orientation score:
$t_{(284)}$ = 1.718 p > 0.087 Mean difference: 2.083

3) No gender differences were detected for the goal orientation score:
$t_{(284)}$ = 1.581 p < 0.115 Mean difference: 2.095

4) No gender differences were detected for the directive orientation score:
$t_{(284)}$ = 1.828 p < 0.069 Mean difference: 2.685

5) Women scored significantly higher than men in the participatory orientation score:
$t_{(284)}$ = 1.976 p < 0.050 Mean difference: 2.703

6) No gender differences were detected for the adaptive orientation score:
$t_{(284)}$ = 0.465 p > 0.643 Mean difference: 0.520

7) No gender differences were detected for the change orientation score:
$t_{(284)}$ =-1.027 p > 0.305 Mean difference: -1.400

8) No gender differences were detected for the positive orientation score:
$t_{(284)}$ =-0.343 p > 0.732 Mean difference: -0.434

9) Men scored significantly higher than women in the proactive orientation score:
$t_{(284)}$ =-2.163 p > 0.031 Mean difference: -3.532

Group Statistics for Gender Differences

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Product Orientation	Woman	135	41.47	15.326	1.319
	Man	151	44.74	15.189	1.236
People Orientation	Woman	135	67.97	10.398	.895
	Man	151	65.89	10.085	.821
Goal Orientation	Woman	135	62.96	11.970	1.030
	Man	151	60.86	10.435	.849
Directive Orientation	Woman	135	60.03	12.548	1.080
	Man	151	57.34	12.269	.998
Participatory Orientation	Woman	135	72.76	11.715	1.008
	Man	151	70.05	11.393	.927
Adaptive Orientation	Woman	135	58.97	8.917	.767
	Man	151	58.45	9.900	.806
Change Orientation	Woman	135	58.66	11.068	.953
	Man	151	60.06	11.884	.967
Positive Orientation	Woman	135	55.65	11.568	.996
	Man	151	56.09	9.866	.803
Proactive Orientation	Woman	135	66.73	14.436	1.242
	Man	151	70.26	13.181	1.073

Independent Samples Test for Gender Differences

Independent Samples Test

		t-test for Equality of Means						
		t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
							Lower	Upper
Product Orientation	Equal variances assumed	-1.809	284	.072	-3.268	1.807	-6.824	.289
	Equal variances not assumed	-1.808	279.872	.072	-3.268	1.808	-6.826	.291
People Orientation	Equal variances assumed	1.718	284	.087	2.083	1.212	-.303	4.469
	Equal variances not assumed	1.715	278.318	.087	2.083	1.214	-.307	4.473
Goal Orientation	Equal variances assumed	1.581	284	.115	2.095	1.325	-.513	4.702
	Equal variances not assumed	1.569	267.590	.118	2.095	1.335	-.534	4.723
Directive Orientation	Equal variances assumed	1.828	284	.069	2.685	1.469	-.206	5.577
	Equal variances not assumed	1.826	278.928	.069	2.685	1.471	-.210	5.580
Participatory Orientation	Equal variances assumed	1.976	284	.049	2.703	1.368	.011	5.394
	Equal variances not assumed	1.973	278.524	.049	2.703	1.370	.006	5.399
Adaptive Orientation	Equal variances assumed	.465	284	.643	.520	1.119	-1.683	2.723
	Equal variances not assumed	.467	283.982	.641	.520	1.113	-1.670	2.710
Change Orientation	Equal variances assumed	-1.027	284	.305	-1.400	1.363	-4.083	1.282
	Equal variances not assumed	-1.032	283.518	.303	-1.400	1.357	-4.072	1.272
Positive Orientation	Equal variances assumed	-.343	284	.732	-.434	1.268	-2.930	2.061
	Equal variances not assumed	-.340	264.882	.734	-.434	1.279	-2.952	2.084
Proactive Orientation	Equal variances assumed	-2.163	284	.031	-3.532	1.633	-6.747	-.318
	Equal variances not assumed	-2.152	272.800	.032	-3.532	1.641	-6.764	-.301

4. Correlations

Correlations

		Product Orientation	People Orientation	Goal Orientation	Directive Orientation	Participatory Orientation
Product Orientation	Pearson Correlation	1	-.215(**)	-.243(**)	-.448(**)	-.359(**)
	Sig. (2-tailed)		.000	.000	.000	.000
	N	293	293	293	293	293
People Orientation	Pearson Correlation	-.215(**)	1	.560(**)	.433(**)	.698(**)
	Sig. (2-tailed)	.000		.000	.000	.000
	N	293	293	293	293	293
Goal Orientation	Pearson Correlation	-.243(**)	.560(**)	1	.777(**)	.747(**)
	Sig. (2-tailed)	.000	.000		.000	.000
	N	293	293	293	293	293
Directive Orientation	Pearson Correlation	-.448(**)	.433(**)	.777(**)	1	.748(**)
	Sig. (2-tailed)	.000	.000	.000		.000
	N	293	293	293	293	293
Participatory Orientation	Pearson Correlation	-.359(**)	.698(**)	.747(**)	.748(**)	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	293	293	293	293	293
Adaptive Orientation	Pearson Correlation	-.285(**)	.497(**)	.543(**)	.476(**)	.660(**)
	Sig. (2-tailed)	.000	.000	.000	.000	.000
	N	293	293	293	293	293
Change Orientation	Pearson Correlation	-.048	.210(**)	.380(**)	.232(**)	.325(**)
	Sig. (2-tailed)	.416	.000	.000	.000	.000
	N	293	293	293	293	293
Positive Orientation	Pearson Correlation	-.288(**)	.278(**)	.417(**)	.404(**)	.487(**)
	Sig. (2-tailed)	.000	.000	.000	.000	.000
	N	293	293	293	293	293
Proactive Orientation	Pearson Correlation	.038	.216(**)	.407(**)	.202(**)	.358(**)
	Sig. (2-tailed)	.522	.000	.000	.000	.000
	N	293	293	293	293	293
Age	Pearson Correlation	-.026	-.120(*)	.073	.124(*)	.074
	Sig. (2-tailed)	.659	.040	.210	.033	.209
	N	293	293	293	293	293
Successful Manager	Pearson Correlation	-.161(*)	.058	-.006	.007	-.006
	Sig. (2-tailed)	.012	.371	.927	.917	.931
	N	242	242	242	242	242

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Correlations

		Adaptive Orientation	Change Orientation	Positive Orientation	Proactive Orientation	Age	Successful Manager
Product Orientation	Pearson Correlation	-.285(**)	-.048	-.288(**)	.038	-.026	-.161(*)
	Sig. (2-tailed)	.000	.416	.000	.522	.659	.012
	N	293	293	293	293	293	242
People Orientation	Pearson Correlation	.497(**)	.210(**)	.278(**)	.216(**)	-.120(*)	.058
	Sig. (2-tailed)	.000	.000	.000	.000	.040	.371
	N	293	293	293	293	293	242
Goal Orientation	Pearson Correlation	.543(**)	.380(**)	.417(**)	.407(**)	.073	-.006
	Sig. (2-tailed)	.000	.000	.000	.000	.210	.927
	N	293	293	293	293	293	242
Directive Orientation	Pearson Correlation	.476(**)	.232(**)	.404(**)	.202(**)	.124(*)	.007
	Sig. (2-tailed)	.000	.000	.000	.000	.033	.917
	N	293	293	293	293	293	242
Participatory Orientation	Pearson Correlation	.660(**)	.325(**)	.487(**)	.358(**)	.074	-.006
	Sig. (2-tailed)	.000	.000	.000	.000	.209	.931
	N	293	293	293	293	293	242
Adaptive Orientation	Pearson Correlation	1	.584(**)	.437(**)	.477(**)	.023	-.045
	Sig. (2-tailed)		.000	.000	.000	.698	.483
	N	293	293	293	293	293	242
Change Orientation	Pearson Correlation	.584(**)	1	.191(**)	.658(**)	.016	-.126
	Sig. (2-tailed)	.000		.001	.000	.791	.051
	N	293	293	293	293	293	242
Positive Orientation	Pearson Correlation	.437(**)	.191(**)	1	.251(**)	.125(*)	-.015
	Sig. (2-tailed)	.000	.001		.000	.033	.811
	N	293	293	293	293	293	242
Proactive Orientation	Pearson Correlation	.477(**)	.658(**)	.251(**)	1	.001	-.128(*)
	Sig. (2-tailed)	.000	.000	.000		.987	.046
	N	293	293	293	293	293	242
Age	Pearson Correlation	.023	.016	.125(*)	.001	1	-.263(**)
	Sig. (2-tailed)	.698	.791	.033	.987		.000
	N	293	293	293	293	293	242
Successful Manager	Pearson Correlation	-.045	-.126	-.015	-.128(*)	-.263(**)	1
	Sig. (2-tailed)	.483	.051	.811	.046	.000	
	N	242	242	242	242	242	242

** Correlation is significant at the 0.01 level (2-tailed).
* Correlation is significant at the 0.05 level (2-tailed).

ANNEX 1 -Descriptive Statistics

Women and Men

Statistics

		Product Orientation	People Orientation	Goal Orientation	Directive Orientation	Participatory Orientation	Adaptive Orientation	Change Orientation	Positive Orientation	Proactive Orientation
N	Valid	587	587	587	587	587	587	587	587	587
	Missing	0	0	0	0	0	0	0	0	0
Mean		44.01	66.84	61.75	58.00	71.02	57.92	58.89	55.29	68.82
Std. Error of Mean		.650	.448	.469	.508	.492	.405	.503	.436	.572
Median		44.00	67.00	60.00	58.00	71.00	57.00	59.00	54.00	68.00
Mode		40	67	52	54	70	56	48	44	60
Std. Deviation		15.753	10.857	11.363	12.310	11.912	9.817	12.183	10.564	13.856
Variance		248.169	117.883	129.125	151.544	141.890	96.373	148.434	111.599	191.987
Skewness		.494	-.746	.336	.169	-.440	.226	.066	.155	.023
Std. Error of Skewness		.101	.101	.101	.101	.101	.101	.101	.101	.101
Kurtosis		.803	4.858	.500	.307	.875	.044	-.063	-.423	-.251
Std. Error of Kurtosis		.201	.201	.201	.201	.201	.201	.201	.201	.201
Range		100	100	75	78	78	61	75	55	71
Minimum		0	0	25	22	22	31	14	30	29
Maximum		100	100	100	100	100	92	89	85	100
Percentiles	5	20.80	49.00	44.00	37.40	52.00	43.00	41.00	41.00	48.00
	10	27.00	55.00	48.00	42.00	57.00	44.80	44.00	43.00	51.00
	15	29.40	58.00	51.00	46.00	59.00	48.00	48.00	44.00	54.00
	20	31.00	60.00	52.00	47.00	61.00	50.00	48.00	44.00	57.00
	25	33.00	61.00	54.00	49.00	63.00	51.00	51.00	48.00	59.00
	30	36.00	62.00	56.00	52.00	65.00	53.00	51.00	48.00	60.00
	35	37.60	63.00	57.00	53.00	67.80	54.00	52.00	50.00	62.00
	40	40.00	64.20	58.00	54.00	69.00	55.00	54.00	52.00	65.00
	45	40.00	66.00	59.00	57.00	70.00	56.00	56.00	54.00	67.00
	50	44.00	67.00	60.00	58.00	71.00	57.00	59.00	54.00	68.00
	55	44.00	68.00	62.00	59.00	73.00	59.00	59.40	56.00	70.40
	60	47.00	69.00	64.00	61.60	74.00	60.00	61.60	57.00	71.00
	65	49.00	70.00	65.00	63.00	76.00	62.00	63.00	59.00	75.00
	70	51.00	72.00	67.00	64.00	78.00	63.00	67.00	61.00	76.00
	75	53.00	74.00	69.00	67.00	80.00	65.00	68.00	63.00	78.00
	80	56.00	75.00	70.00	68.00	81.00	66.00	70.00	65.00	81.00
	85	60.00	77.00	73.00	69.80	83.00	68.00	71.00	67.00	86.00
	90	64.00	80.00	77.00	73.00	85.00	69.00	76.00	70.00	87.00
	95	71.00	83.00	83.00	78.00	90.00	74.00	81.00	74.00	90.00
	97	76.00	86.36	85.00	83.00	92.36	77.00	81.00	76.00	95.00
	99	89.00	93.24	93.00	91.24	97.00	83.00	86.00	80.12	100.00

Women Only

Statistics

		Product Orientation	People Orientation	Goal Orientation	Directive Orientation	Participatory Orientation	Adaptive Orientation	Change Orientation	Positive Orientation	Proactive Orientation
N	Valid	159	159	159	159	159	159	159	159	159
	Missing	0	0	0	0	0	0	0	0	0
Mean		41.02	67.84	63.03	60.23	72.74	59.07	58.40	56.02	66.89
Std. Error of Mean		1.177	.781	.911	.956	.892	.684	.883	.911	1.121
Median		40.00	68.00	62.00	60.00	73.00	59.00	57.00	56.00	67.00
Mode		31[a]	75	57	68	70[a]	56	57	54	60
Std. Deviation		14.837	9.852	11.489	12.058	11.245	8.627	11.140	11.487	14.136
Variance		220.145	97.062	131.987	145.391	126.446	74.432	124.089	131.943	199.835
Skewness		.523	-.174	.476	.088	-.400	.039	.281	.045	.067
Std. Error of Skewness		.192	.192	.192	.192	.192	.192	.192	.192	.192
Kurtosis		.412	.105	.468	.595	.638	-.341	-.573	-.398	-.274
Std. Error of Kurtosis		.383	.383	.383	.383	.383	.383	.383	.383	.383
Range		78	53	65	73	66	42	51	55	68
Minimum		9	38	35	27	34	41	35	30	32
Maximum		87	91	100	100	100	83	86	85	100
Percentiles	5	18.00	51.00	46.00	38.00	53.00	44.00	41.00	37.00	44.00
	10	22.00	55.00	49.00	44.00	57.00	48.00	44.00	41.00	49.00
	15	27.00	58.00	52.00	48.00	61.00	50.00	46.00	44.00	54.00
	20	31.00	60.00	53.00	51.00	63.00	51.00	49.00	44.00	56.00
	25	31.00	61.00	56.00	52.00	66.00	53.00	51.00	48.00	57.00
	30	31.00	63.00	57.00	54.00	68.00	55.00	51.00	50.00	59.00
	35	36.00	65.00	58.00	56.00	70.00	56.00	54.00	52.00	60.00
	40	36.00	66.00	59.00	57.00	70.00	56.00	56.00	54.00	62.00
	45	36.00	67.00	60.00	59.00	72.00	58.00	57.00	54.00	65.00
	50	40.00	68.00	62.00	60.00	73.00	59.00	57.00	56.00	67.00
	55	40.00	69.00	63.00	62.00	75.00	60.00	59.00	57.00	68.00
	60	44.00	70.00	67.00	64.00	76.00	62.00	60.00	59.00	70.00
	65	44.00	72.00	68.00	65.00	78.00	63.00	60.00	61.00	71.00
	70	49.00	73.00	69.00	67.00	79.00	64.00	63.00	63.00	75.00
	75	49.00	74.00	70.00	68.00	80.00	65.00	67.00	63.00	76.00
	80	51.00	75.00	72.00	69.00	82.00	67.00	70.00	65.00	81.00
	85	53.00	77.00	74.00	73.00	84.00	68.00	71.00	69.00	83.00
	90	60.00	81.00	78.00	74.00	85.00	69.00	76.00	72.00	86.00
	95	69.00	85.00	83.00	79.00	91.00	74.00	79.00	76.00	90.00
	97	76.00	87.20	86.60	81.80	94.00	75.20	81.00	76.80	92.00
	99	82.80	90.40	100.00	97.60	100.00	81.20	83.00	82.60	100.00

a. Multiple modes exist. The smallest value is shown

Men Only

Statistics

		Product Orientation	People Orientation	Goal Orientation	Directive Orientation	Participatory Orientation	Adaptive Orientation	Change Orientation	Positive Orientation	Proactive Orientation
N	Valid	190	190	190	190	190	190	190	190	190
	Missing	0	0	0	0	0	0	0	0	0
Mean		44.78	65.86	60.96	57.47	70.15	58.04	59.65	55.33	69.95
Std. Error of Mean		1.140	.808	.766	.880	.837	.741	.909	.755	.983
Median		44.00	66.00	60.00	57.00	70.50	58.00	59.00	54.00	70.00
Mode		40	61[a]	62	57[a]	65	59	60	44	86
Std. Deviation		15.716	11.142	10.564	12.135	11.542	10.212	12.533	10.409	13.552
Variance		246.998	124.133	111.596	147.256	133.220	104.284	157.076	108.337	183.643
Skewness		.199	-1.035	.151	.031	-.522	.278	-.133	.123	-.172
Std. Error of Skewness		.176	.176	.176	.176	.176	.176	.176	.176	.176
Kurtosis		.651	6.426	.890	.728	1.714	.288	.363	-.519	.056
Std. Error of Kurtosis		.351	.351	.351	.351	.351	.351	.351	.351	.351
Range		100	100	69	78	78	59	75	51	71
Minimum		0	0	25	22	22	33	14	30	29
Maximum		100	100	94	100	100	92	89	81	100
Percentiles	5	18.00	48.00	44.00	35.55	53.55	41.00	39.10	40.10	48.00
	10	22.50	54.10	48.30	43.00	57.00	44.00	46.00	43.00	54.00
	15	31.00	57.00	52.00	46.00	59.00	47.00	48.00	44.00	57.00
	20	31.00	59.00	53.00	47.00	60.00	50.00	51.00	44.40	59.00
	25	36.00	60.75	54.00	49.00	63.00	51.00	51.00	48.00	60.00
	30	36.00	61.00	56.00	52.00	65.00	53.00	52.00	50.00	62.00
	35	40.00	62.00	57.00	53.00	65.00	54.00	54.00	50.00	65.00
	40	40.00	63.00	58.00	54.00	67.40	55.00	56.00	52.00	65.80
	45	43.90	64.00	59.00	56.00	69.00	56.00	58.90	54.00	68.00
	50	44.00	66.00	60.00	57.00	70.50	58.00	59.00	54.00	70.00
	55	44.15	67.00	62.00	58.05	72.00	59.00	60.00	56.00	71.10
	60	49.00	68.00	63.00	60.00	73.00	59.60	62.00	57.00	73.00
	65	49.30	69.00	64.00	62.00	75.00	62.00	65.00	59.00	75.00
	70	51.00	70.00	65.00	64.00	76.00	63.00	67.00	61.00	77.40
	75	53.00	73.00	67.00	67.00	78.25	65.00	68.00	63.00	78.00
	80	57.60	74.00	69.00	68.00	80.00	66.80	70.00	65.00	83.00
	85	60.70	76.00	70.00	69.00	81.00	69.00	73.00	67.00	86.00
	90	64.00	79.90	74.00	72.00	84.00	70.90	77.80	69.90	87.00
	95	69.90	82.45	79.45	75.90	89.45	75.45	81.00	72.90	90.90
	97	73.81	86.27	81.81	81.54	91.00	77.54	84.00	76.00	95.00
	99	89.99	95.45	91.27	91.81	97.27	89.27	86.27	80.09	100.00

a. Multiple modes exist. The smallest value is shown

ANNEX 2 -Homogeneous Subsets

The following tables present the homogeneous subsets for all the management styles and being a successful manager:

Product Orientation

Tukey HSD

Successful Manager	N	Subset for alpha = .05 1
Not In A Management Position	25	38.32
Not at All	35	40.40
Slightly	14	42.79
Yes, Completely	85	43.86
Somewhat	128	44.52
Sig.		.477

Means for groups in homogeneous subsets are displayed.
a Uses Harmonic Mean Sample Size = 31.333.
b The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

People Orientation

Tukey HSD

Successful Manager	N	Subset for alpha = .05 1
Slightly	14	64.07
Somewhat	128	64.18
Not In A Management Position	25	67.60
Yes, Completely	85	68.92
Not at All	35	69.20
Sig.		.297

Means for groups in homogeneous subsets are displayed.
a Uses Harmonic Mean Sample Size = 31.333.
b The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

Goal Orientation

Tukey HSD

Successful Manager	N	Subset for alpha = .05	
		1	2
Slightly	14	58.50	
Somewhat	128	58.70	58.70
Not at All	35	61.74	61.74
Not In A Management Position	25	64.60	64.60
Yes, Completely	85		66.06
Sig.		.164	.054

Means for groups in homogeneous subsets are displayed.
a Uses Harmonic Mean Sample Size = 31.333.
b The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

Directive Orientation

Tukey HSD

Successful Manager	N	Subset for alpha = .05
		1
Somewhat	128	55.77
Not at All	35	57.71
Slightly	14	58.14
Not In A Management Position	25	61.20
Yes, Completely	85	61.94
Sig.		.255

Means for groups in homogeneous subsets are displayed.
a Uses Harmonic Mean Sample Size = 31.333.
b The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

Participatory Orientation

Tukey HSD

Successful Manager	N	Subset for alpha = .05	
		1	2
Slightly	14	66.71	
Somewhat	128	67.66	
Not at All	35	71.46	71.46
Not In A Management Position	25	73.08	73.08
Yes, Completely	85		76.68
Sig.		.144	.321

Means for groups in homogeneous subsets are displayed.
a Uses Harmonic Mean Sample Size = 31.333.
b The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

Adaptive Orientation

Tukey HSD

Successful Manager	N	Subset for alpha = .05		
		1	2	3
Slightly	14	53.07		
Somewhat	128	56.08	56.08	
Not at All	35	57.34	57.34	57.34
Not In A Management Position	25		60.48	60.48
Yes, Completely	85			63.14
Sig.		.319	.289	.077

Means for groups in homogeneous subsets are displayed.
a Uses Harmonic Mean Sample Size = 31.333.
b The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

Change Orientation

Tukey HSD

Successful Manager	N	Subset for alpha = .05	
		1	2
Slightly	14	51.21	
Not at All	35	55.97	
Somewhat	128	57.67	57.67
Not In A Management Position	25	58.76	58.76
Yes, Completely	85		64.12
Sig.		.074	.176

Means for groups in homogeneous subsets are displayed.
a Uses Harmonic Mean Sample Size = 31.333.
b The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

Positive Orientation

Tukey HSD

Successful Manager	N	Subset for alpha = .05 1
Slightly	14	52.86
Somewhat	128	54.02
Not In A Management Position	25	54.92
Not at All	35	56.97
Yes, Completely	85	59.52
Sig.		.091

Means for groups in homogeneous subsets are displayed.
a Uses Harmonic Mean Sample Size = 31.333.
b The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

Proactive Orientation

Tukey HSD

Successful Manager	N	Subset for alpha = .05 1	 2
Slightly	14	63.93	
Somewhat	128	65.49	
Not at All	35	65.54	
Not In A Management Position	25	66.24	
Yes, Completely	85		75.29
Sig.		.956	1.000

Means for groups in homogeneous subsets are displayed.
a Uses Harmonic Mean Sample Size = 31.333.
b The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

.ANNEX 3 -Homogeneous Subsets

The following tables present the homogeneous subsets for all the management styles and the aspiration.

Product Orientation

Tukey HSD

Would Like To Be In A Management Position	N	Subset for alpha = .05	
		1	2
No	13	32.54	
Yes	102		41.88
Already In A Management Position	164		43.13
Sig.		1.000	.943

Means for groups in homogeneous subsets are displayed.
a Uses Harmonic Mean Sample Size = 32.319.
b The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

People Orientation

Tukey HSD

Would Like To Be In A Management Position	N	Subset for alpha = .05
		1
Already In A Management Position	164	65.47
No	13	66.85
Yes	102	69.24
Sig.		.338

Means for groups in homogeneous subsets are displayed.
a Uses Harmonic Mean Sample Size = 32.319.
b The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

Goal Orientation

Tukey HSD

Would Like To Be In A Management Position	N	Subset for alpha = .05
		1
Already In A Management Position	164	60.39
No	13	62.31
Yes	102	64.10
Sig.		.374

Means for groups in homogeneous subsets are displayed.
a Uses Harmonic Mean Sample Size = 32.319.
b The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

Directive Orientation

Tukey HSD

Would Like To Be In A Management Position	N	Subset for alpha = .05 1
Already In A Management Position	164	58.37
Yes	102	59.64
No	13	62.69
Sig.		.335

Means for groups in homogeneous subsets are displayed.
a Uses Harmonic Mean Sample Size = 32.319.
b The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

Participatory Orientation

Tukey HSD

Would Like To Be In A Management Position	N	Subset for alpha = .05 1
Already In A Management Position	164	70.33
Yes	102	72.67
No	13	73.77
Sig.		.460

Means for groups in homogeneous subsets are displayed.
a Uses Harmonic Mean Sample Size = 32.319.
b The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

Adaptive Orientation

Tukey HSD

Would Like To Be In A Management Position	N	Subset for alpha = .05 1
Already In A Management Position	164	57.72
Yes	102	59.25
No	13	61.08
Sig.		.349

Means for groups in homogeneous subsets are displayed.
a Uses Harmonic Mean Sample Size = 32.319.
b The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

Change Orientation

Tukey HSD

Would Like To Be In A Management Position	N	Subset for alpha = .05 1
No	13	57.92
Already In A Management Position	164	58.12
Yes	102	60.45
Sig.		.676

Means for groups in homogeneous subsets are displayed.
a Uses Harmonic Mean Sample Size = 32.319.
b The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

Positive Orientation

Tukey HSD

Would Like To Be In A Management Position	N	Subset for alpha = .05 1
Already In A Management Position	164	55.05
Yes	102	56.08
No	13	58.15
Sig.		.471

Means for groups in homogeneous subsets are displayed.
a Uses Harmonic Mean Sample Size = 32.319.
b The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

Proactive Orientation

Tukey HSD

Would Like To Be In A Management Position	N	Subset for alpha = .05 1
No	13	62.69
Already In A Management Position	164	68.08
Yes	102	69.96
Sig.		.099

Means for groups in homogeneous subsets are displayed.
a Uses Harmonic Mean Sample Size = 32.319.
b The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

ANNEX 4-Homogeneous Subsets

The following tables present the homogeneous subsets for all the management styles and age.

Product Orientation

Tukey HSD

Age Groups	N	Subset for alpha = .05 1
19-24	29	41.79
40-49	96	42.50
30-34	61	42.93
35-39	57	43.35
25-29	50	45.36
Sig.		.769

Means for groups in homogeneous subsets are displayed.
a Uses Harmonic Mean Sample Size = 50.588.
b The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

People Orientation

Tukey HSD

Age Groups	N	Subset for alpha = .05 1	2
35-39	57	64.21	
40-49	96	66.29	66.29
25-29	50	67.50	67.50
30-34	61	67.75	67.75
19-24	29		70.52
Sig.		.401	.225

Means for groups in homogeneous subsets are displayed.
a Uses Harmonic Mean Sample Size = 50.588.
b The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

Goal Orientation

Tukey HSD

Age Groups	N	Subset for alpha = .05
		1
35-39	57	59.49
19-24	29	60.93
25-29	50	60.96
30-34	61	62.21
40-49	96	63.68
Sig.		.329

Means for groups in homogeneous subsets are displayed.
a Uses Harmonic Mean Sample Size = 50.588.
b The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

Directive Orientation

Tukey HSD

Age Groups	N	Subset for alpha = .05
		1
35-39	57	56.05
19-24	29	56.38
25-29	50	57.20
30-34	61	58.43
40-49	96	61.21
Sig.		.221

Means for groups in homogeneous subsets are displayed.
a Uses Harmonic Mean Sample Size = 50.588.
b The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

Participatory Orientation

Tukey HSD

Age Groups	N	Subset for alpha = .05
		1
35-39	57	68.77
25-29	50	68.98
30-34	61	71.77
19-24	29	72.24
40-49	96	73.24
Sig.		.290

Means for groups in homogeneous subsets are displayed.
a Uses Harmonic Mean Sample Size = 50.588.
b The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

Adaptive Orientation

Tukey HSD

Age Groups	N	Subset for alpha = .05
		1
35-39	57	56.63
25-29	50	57.64
30-34	61	58.07
40-49	96	59.83
19-24	29	60.83
Sig.		.164

Means for groups in homogeneous subsets are displayed.
a Uses Harmonic Mean Sample Size = 50.588.
b The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

Change Orientation

Tukey HSD

Age Groups	N	Subset for alpha = .05
		1
35-39	57	57.16
25-29	50	58.14
19-24	29	58.93
40-49	96	60.39
30-34	61	60.49
Sig.		.588

Means for groups in homogeneous subsets are displayed.
a Uses Harmonic Mean Sample Size = 50.588.
b The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

Positive Orientation

Tukey HSD

Age Groups	N	Subset for alpha = .05
		1
25-29	50	52.82
19-24	29	55.10
30-34	61	55.80
35-39	57	55.84
40-49	96	57.92
Sig.		.118

Means for groups in homogeneous subsets are displayed.
a Uses Harmonic Mean Sample Size = 50.588.
b The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

Proactive Orientation

Tukey HSD

Age Groups	N	Subset for alpha = .05 1
19-24	29	65.03
35-39	57	67.26
25-29	50	68.28
40-49	96	68.72
30-34	61	71.34
Sig.		.152

Means for groups in homogeneous subsets are displayed.
a Uses Harmonic Mean Sample Size = 50.588.
b The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.